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# CSR Report 2022

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Chapter 1

# This is Kiwa





# A word from the Kiwa Board



Sustainability has been on the Kiwa agenda for decades. It's perhaps no surprise, as drinking water (where Kiwa has its roots) can only be safeguarded sustainably in a lasting healthy environment.

Clearly, corporate social responsibility (CSR) is a priority for Kiwa. As an independent and impartial global leader in testing, inspection and certification (TIC), we operate at the heart of society. Our

activities help to make products, processes, organizations, and living and working environments as sound, clean, healthy, safe and sustainable as possible. They create trust. They sustainably drive progress for people, companies and organizations around the globe. That brings great responsibility.

Governments are pushing this responsibility a step forward by turning choices into obligations: we are now actively preparing ourselves at Kiwa for the upcoming Corporate Sustainability Reporting Directive (CSRD) requirements.

We want Kiwa to be a responsible company, and we have global ambitions with local accents. We have formulated clear goals to reduce our negative impact on the planet, to ensure that Kiwa colleagues can do their work safely and in a healthy way, to support diversity and inclusion, and to enlarge the positive impact our services have on sustainability for society at large. These ambitions and goals fit

into our CSR strategy: the Kiwa CSR Route. This strategy guides us towards the responsible company we want to be, now and in the future.

We're not there yet. The road to sustainability is long, but we are taking steps towards our goals every day, and we are learning how to fulfil our ambitions and claims. Every change, small or big, can have a large effect.

This Kiwa CSR Report 2022 highlights our efforts related to our people, our planet and our performance, and it provides a picture of the company we are and the road we're taking towards a better tomorrow. I trust it will give you good insights, and I wish you happy reading.

[Paul Hesselink](#)  
CEO Kiwa Group



# Who we are

We ARE Kiwa, an independent and impartial global supplier of testing, inspection and certification (TIC) services in a wide variety of international markets. We are Ambitious, Reliable and Engaged in doing this in the best way for all stakeholders. Complementary to these core activities, we deploy consultancy, training and data services. From renewable energy to drinking water, our expertise extends across various fields, and we offer a comprehensive range of services.

You will find our customers everywhere, shaping industries and sectors around the world. We work with manufacturing and process industries, business services, public and private utilities, governments and international institutions. Our mission is to build trust: trust in the quality, safety and sustainability of our customers' products, processes, services and

people. We believe that trust is the foundation upon which a better society and a better world are built. In this CSR Report, we delve into our initiatives, achievements and ongoing commitments. We're not perfect yet but on a journey, striving for a more sustainable and responsible future. Together, we can create a better tomorrow for everyone.



## Part of SHV

Since 2021, Kiwa has been a proud member of the SHV Family of Companies. This milestone in our company history has enabled us to take the next step in our global development and safeguard an independent future for Kiwa. Together, we strive to be a globally engaged TIC player for our customers, employees and society at large. We are dedicated to taking Kiwa to the next level in quality, sustainability and relevance for all stakeholders.

# 10 CSR highlights from 2022

1



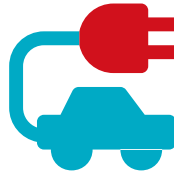
Kiwa Ecuador was certified according to Level 3 of the CSR Performance Ladder in 2022, and Estonia, Peru and Poland started preparations for the external CSR Performance Ladder audit in 2023, bringing the total to 14 CSR-certified Kiwa countries on 3 continents.

2



Kiwa Italy started offering certification to UNI/PdR 125:2022, an Italian standard that provides guidelines on a management system for gender equality.

3



Kiwa Sweden reached the goal of 25% non-fossil-fuel-driven cars and decreased their mileage by over 70,000 km by careful planning and working more digitally.

4



We realized a step-up in safety awareness by implementing monthly safety reporting, sharing analyses as learnings across Kiwa, engaging colleagues during Safety Week and beyond and bringing together Kiwa's core Health and Safety team.

5



We started mapping our carbon emissions and footprint following the Greenhouse Gas (GhG) Protocol and developed an online tool to collect these data from all Kiwa countries on a quarterly basis.



# 10 CSR highlights from 2022

6



The proportion of women in senior management positions was 15%; we welcomed our first female Kiwa Executive Board member.

7



Kiwa UK officially opened their brand-new local SMR hydrogen production plant in Cheltenham; it is linked to Kiwa's new test labs by the UK's first low-pressure hydrogen distribution pipeline as a demonstration project for local industries.

8



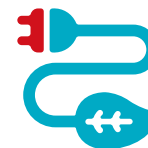
According to our 2022 'light' Kiwa Employee Experience Survey (KEES) or Pulse survey which included 21 countries and ca. 4,000 employees, the overall employee satisfaction was 7.5 on a scale of 1-10. A slight decrease from 2021 (7.6) but still meeting our goal of 7.5 or above.

9



Vinçotte, part of the Kiwa family since May 2022, started adopting the Kiwa CSR Route. Intega, the other large addition (2021), is also preparing itself to join our CSR movement.

10



We launched the Kiwa International Sustainability Platform (ISP) as we continue to develop our sustainability services and aim to accelerate the transition to a sustainable, circular economy with zero energy consumption and zero emissions.

# Our development in 2022

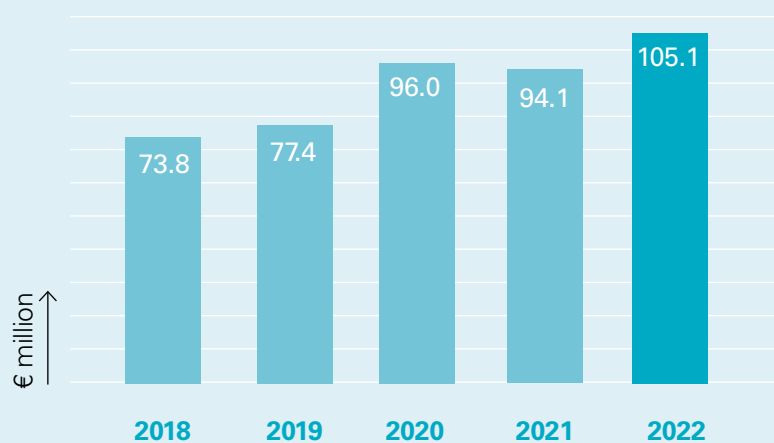
Kiwa's rapid expansion in 2020-2022 is partly due to continued high organic growth in several service areas and countries, as well as the acquisition of Intega (December 2021) and Vinçotte (May 2022). Both are well reputed organizations and their acquisition is a strategic strengthening of Kiwa's organization in the TIC world. Intega is active

in infrastructure TIC and provides engineering services in Australia, New Zealand, the USA and Canada. The 150-year-old Vinçotte is the Benelux' market leader, most notably in services for industrial assets and real estate. We foresee continued rapid growth in 2023, building on the expertise and market positions of the newly combined Kiwa, Intega and Vinçotte.

## Operating income



## EBITDA

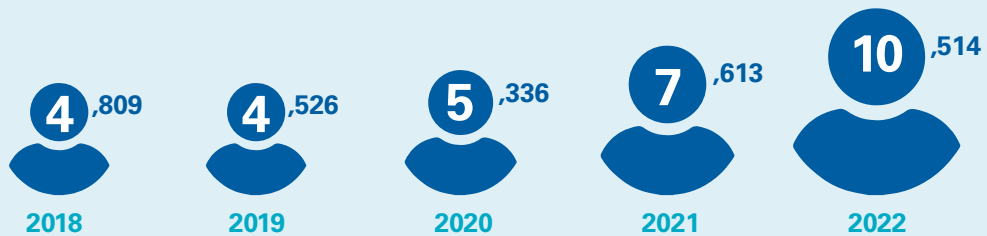


## Margin (%)

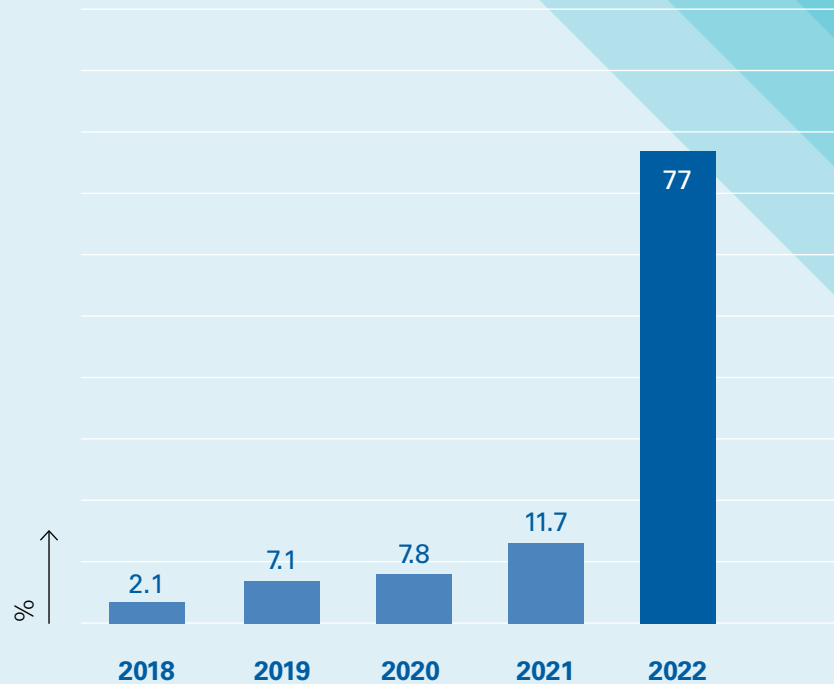


## Colleagues

headcount year end

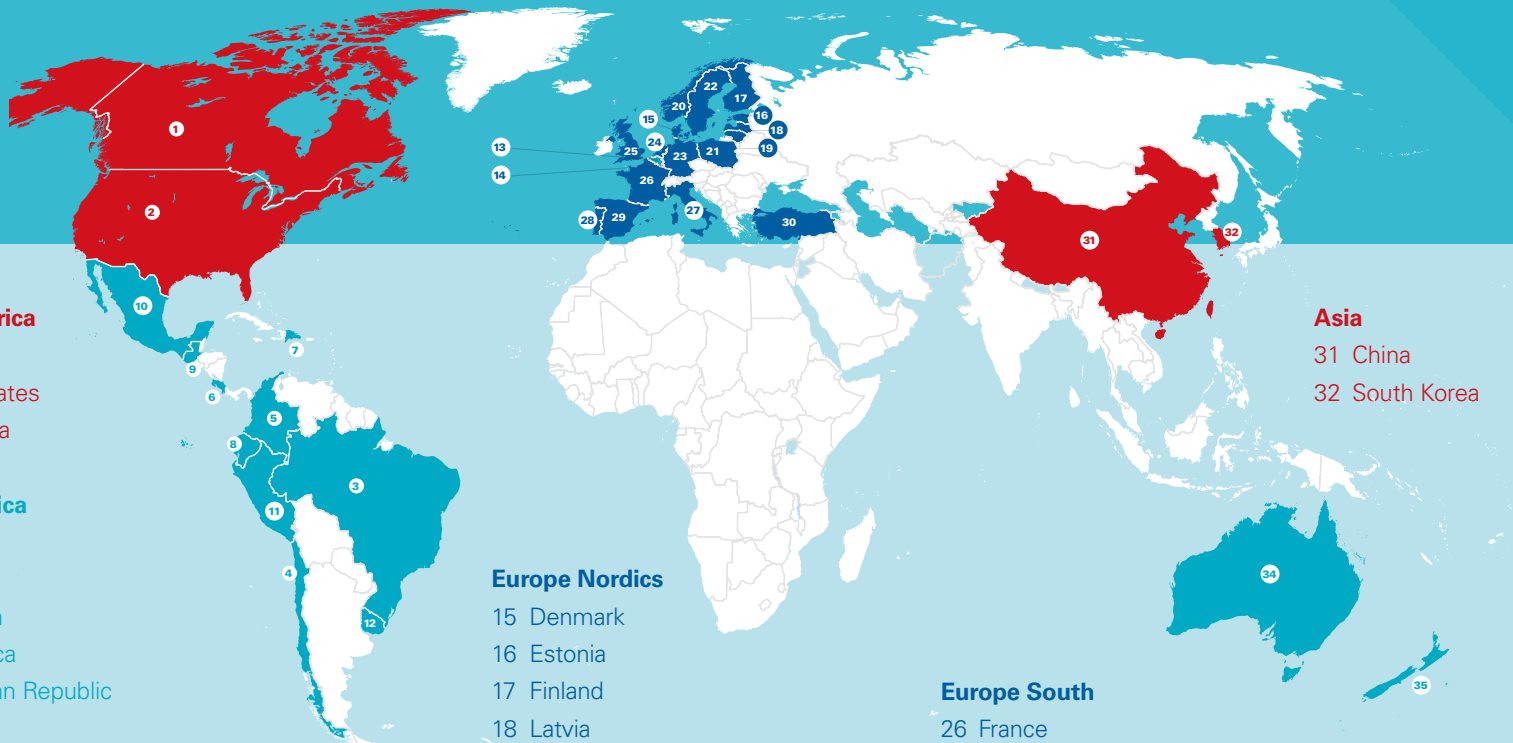


## Growth in turnover





# Where we are



## North America

- 1 Canada
- 2 United States of America

## Latin America

- 3 Brazil
- 4 Chile
- 5 Colombia
- 6 Costa Rica
- 7 Dominican Republic
- 8 Ecuador
- 9 Guatemala
- 10 Mexico
- 11 Peru
- 12 Uruguay

## Vinçotte

- 13 Belgium
- 14 Luxembourg

## Europe Nordics

- 15 Denmark
- 16 Estonia
- 17 Finland
- 18 Latvia
- 19 Lithuania
- 20 Norway
- 21 Poland
- 22 Sweden

## Europe Central

- 23 Germany
- 24 The Netherlands
- 25 United Kingdom

## Europe South

- 26 France
- 27 Italy
- 28 Portugal
- 29 Spain
- 30 Turkey

## Asia

- 31 China
- 32 South Korea

## ANZ-Pacific

- 34 Australia
- 35 New Zealand

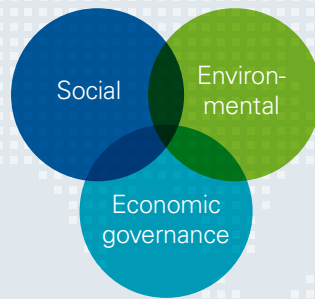
# Finnish 'sustainability business boost' project underway



As part of the implementation of the Finnish business strategy, a cross-sector team of colleagues from all over Kiwa Finland launched a strategic project to find and implement new service packages in the area of sustainability.



"While many pioneering companies in Finland already operate sustainably, smaller players often have a long way to go to catch up." Led by Business Development Manager Tuomas Suominen, the project explores what services companies need to be able to demonstrate the sustainability of their operations. "We started by interviewing Kiwa colleagues and stakeholders and surveying the sustainability services offered in many Kiwa countries. Kiwa already offers a large number of relevant services, which we aim to adapt into easy-to-implement packages."



Next steps include a customer requirements survey, legal, policy and standard studies, and discussions with customers. This will help the team build a vision of potential future services.



**Kristiine Kikas**  
CSR Coordinator Kiwa Estonia

At Kiwa Estonia, we did not know much about CSR before 2022; we started some initiatives by reducing paper and buying CNG cars, but we did not do these activities systematically. Therefore when we started implementing the Kiwa CSR Route, we realized how much we consumed and our impact on sustainability. We now act systematically and meaningfully, and we defined targets we want to reach. I think the Group is doing a wonderful job by getting countries to implement the CSR Route.

We started implementing CSR at the beginning of 2022 and by the end of the year, we had fulfilled all CSR requirements and done all necessary analyses and calculations. The most difficult aspect for us was the CO<sub>2</sub> footprint calculation and collecting data for that. So our CSR highlight of 2022 is that we implemented CSR requirements, including the CO<sub>2</sub> footprint, and we have raised awareness among our stakeholders. In 2023 our efforts will be tested through the external CSR audit. I am very proud of all the work our colleagues have done.

## Ivonne Verlinde

Chief Integration and Transformation Officer (CITO) Kiwa Group



“

For me the overall CSR highlight of 2022 was the active and growing CSR community. Many countries and colleagues have been raising their hands to join, which tells me that CSR is a topic close to our hearts. One of the core focus areas was Safety: making explicit that it is a priority that everyone at Kiwa returns home safely and unharmed to their loved ones, every day. This also meant making the focus real through monthly safety reporting and, more importantly, lessons learned to prevent recurrence.

Across all areas of our CSR Route 2027 we are constantly looking to improve ourselves. Regarding CO<sub>2</sub>, it is about the right measurement (where also regulatory requirements will come in), but let's not forget about what we can do to bring our emissions down. For Safety, the roll-out of Kiwa 'Safe Together' will kick-off in 2023, and I am excited about the potential it has to further create awareness and prevent incidents. When it comes to Diversity & Inclusion, we are not

as diverse as we aim to be – for example, in senior leadership roles we would like to see increased female representation. And also on a day-to-day basis at a personal level let's challenge ourselves in such way that we make the best use of all the talents we have at Kiwa: are we indeed inclusive? Are we open-minded to colleagues with different styles and ideas? And last but not least, there is a big opportunity in the role Kiwa can play to make the world a more sustainable place by further

developing our service offerings in the field of sustainability.

We ARE Kiwa – Ambitious, Reliable and Engaged. Our drive is to live our values across all business topics and that certainly includes CSR. A big thank you for everyone who is taking actions including initiatives in their own 'circle of influence' at a personal level, to make Kiwa a more sustainable company.

”



## Chapter 2

# Our approach



# Our CSR organization

Kiwa's internal CSR organization resides under the Kiwa Executive Board and consists of groups of Kiwa colleagues, each with different responsibilities.

Together, these groups aim to reach the goals and ambitions set out in Kiwa's CSR Route, which looks ahead to 2027. Our sustainability ambitions, however, extend beyond that.



### National

#### Quality Platform

- ▶ Translates corporate strategies into national policies, led by the local country CSR coordinators
- ▶ Represents, connects and advises local CSR working groups
- ▶ Ensures the alignment of local initiatives and corporate principles

### Local

#### CSR Working Platform

- ▶ Covers individual locations from a cross-disciplinary approach
- ▶ Unfolds local CSR projects
- ▶ Creates awareness among colleagues and local communities





# Kiwa's CSR Route: our guide

As an international leader in testing, inspection and certification (TIC), Kiwa is committed to accelerating our growth globally. We set out our ambitious targets in our Kiwa Route strategy, which guides our company as we continue to grow and develop our strengths, leadership, reputation, financial performance and customer orientation. Our ultimate aim is to create even greater trust in our customers' products, services, processes, systems, personal capabilities and environmental performance.

We do this through our external services, which are designed to create a better world for all stakeholders in terms of trust, transparency, reliability, safety, health, quality and sustainability. Our services are therefore strongly related to our responsible conduct. However, at Kiwa we believe that our responsibility as corporate citizens is broader than the services we offer: we should walk the talk ourselves too. This is why we have established our CSR Route, which describes the ambitious goals for how we do our work. Currently, the Kiwa CSR Route extends to 2027, with ambitions reaching beyond that.

## 2 Our approach

Our Kiwa CSR Route is built on two complementing General Principles and is closely connected to our Business Strategy, which is how we strive to

maximize and optimize our positive impact on the world around us. Our ambitions are detailed by the Focal Points attached to the first General Principle.

Additionally each country has set additional goals linked to the international Sustainable Development Goals (SDGs) as set by the United Nations (UN).

### General Principle 1

Certification of Kiwa countries to Level 3 of the CSR Performance Ladder



### 3 Focal Points



**Reducing**  
our CO<sub>2</sub>  
footprint



**Improving**  
employee health  
and satisfaction



**Enlarging**  
the impact of  
our services on  
sustainability

### General Principle 2

Certified Kiwa countries choose and adhere to two UN SDGs specifically related to their countries





General Principle 1

# Level 3 of CSR Performance Ladder

We aim that by 2027 at least 80% of Kiwa's turnover is realized in countries where we are certified according to Level 3 of the CSR Performance Ladder. This certification is the first step in our CSR Route, followed by the proper integration of the three corresponding Focal Points.



## CSR Performance Ladder

The CSR Performance Ladder is an international certification standard for corporate social responsibility (CSR). It allows for the continuous development of 31 CSR-related themes by means of a management system and engagement with stakeholders. The themes range from employee health and safety to consumer privacy and energy emissions, and they are closely connected to the United Nations' Sustainable Development Goals. The Ladder has 5 Levels, defined by the extent of the measures taken. By making sustainable development tangible and objectively verifiable, this system provides evidence of the extent to which Kiwa has a proper CSR management system in place. At Kiwa, we care about doing business sustainably; this system helps us ensure that we do so with a balance between the CSR Performance Ladder's three areas of People, Planet and Profit (the 3 P's).

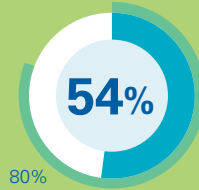


## 2 Our approach

### Progress

We calculate the turnover of Kiwa in countries where we have CSR-certified entities, and our target is 80% by 2027. We are making progress: Kiwa Ecuador was certified according to Level 3 of the CSR Performance Ladder in 2022, and Estonia, Peru and Poland started preparations for the external CSR Performance Ladder audit 2023. This brings the total to 11 CSR-certified Kiwa countries, and more will be ready for certification in 2023 and 2024. Due to Kiwa's rapid and continuing growth and entry into new countries, this means we are currently realizing 54% of our turnover in countries where we are certified and thus behind on achieving the target. However, we are working to catch up and still intend to reach 80% by 2027.

### Current status



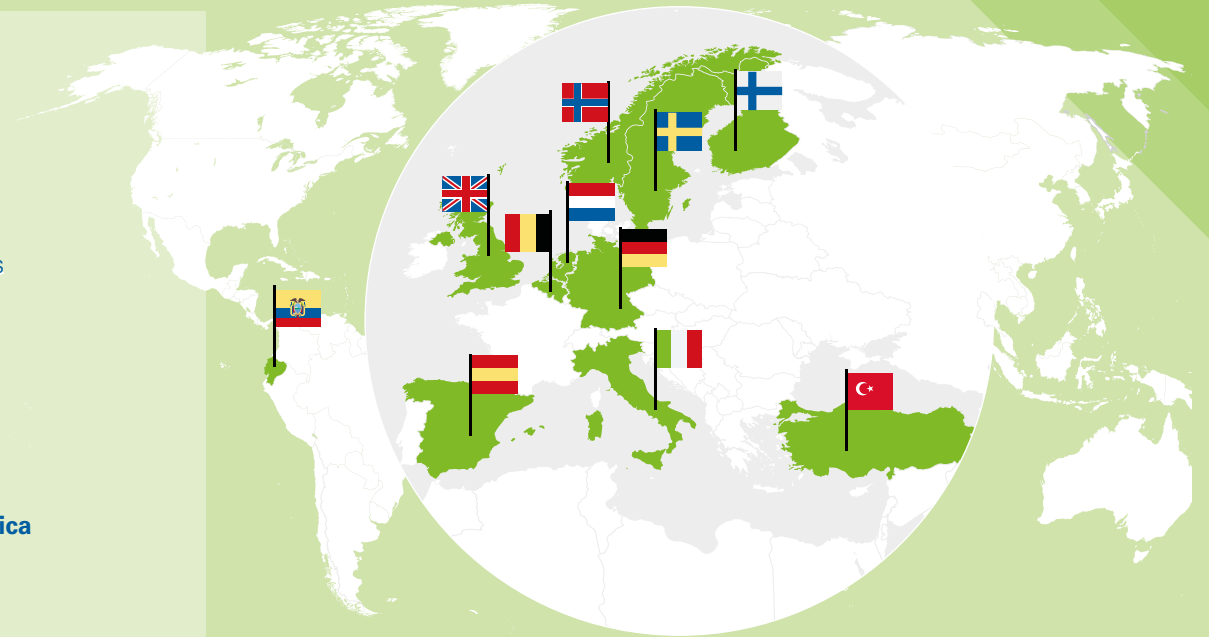
of Kiwa's turnover in 2022 was realized in CSR Performance Ladder certified countries; ambition 80%

### Europe

Belgium  
Finland  
Germany  
Italy  
Netherlands  
Norway  
Spain  
Sweden  
Turkey  
UK

### Latin America

Ecuador



## General Principle 2

### United Nations SDG Targets



Once a Kiwa country has become certified for CSR Performance Ladder Level 3 by incorporating General Principle 1 and the three corresponding Focal Points, the next step is to meet General Principle 2 by choosing and adhering to two of the United Nations' Sustainable Development Goals

#### Sustainable Development Goals

We want to achieve a more sustainable and better future for generations to come. This is why Kiwa continues to support the United Nations' Sustainable Development Goals (SDGs), which were introduced in 2015 as "a shared blueprint for peace and prosperity for people and planet, now and into the future." We recognize the value of aligning our sustainable ambitions with these goals, so we have integrated them into our CSR Route. By inviting Kiwa colleagues in different countries to choose SDGs, we ensure alignment at the national level.

(SDGs). We give each Kiwa country freedom to contribute in a way that increases the positive impact they can make on their local environment and community. In this way tailor made actions can be developed locally.



## 2 Our approach

The Kiwa countries certified according to the CSR Performance Ladder have chosen their two (or more) SDGs.



### Current status

#### Europe

Belgium	3	12	
Finland	3	8	13
Germany	12	15	
Italy	5	8	
Netherlands	3	12	
Norway	3	12	
Spain	3	11	
Sweden	7	9	
Turkey	1	12	
UK	3	11	12

#### Latin America

Ecuador	1	2
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## Focal point 1

Reducing  
our CO<sub>2</sub> footprint

- **Measures formulated and taken throughout Kiwa**

- Use of green energy
- Reduce material use
- Reduce business travel emissions
- Establish sustainable travel protocols in countries

- **CO<sub>2</sub> footprint data collection**

- Countries having reached CSR Performance Ladder Level 3
- Quarterly reporting structure
- Reporting tool developed by Kiwa Germany

- **Ultimate goal for Kiwa**

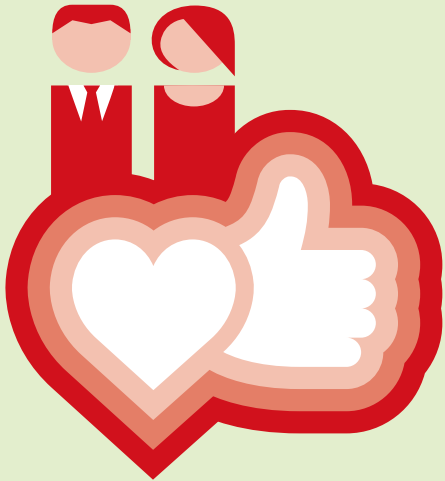
- Carbon-neutral operations by 2035





Focal point 2

Improving  
employee health and  
satisfaction



• **Health and safety in all Kiwa countries**

- Zero fatalities or life-changing injuries
- Health, Safety and Environment Risk Inventory Action plan up-to-date
- Annual absenteeism rate improving versus previous annual figure

• **Engagement in all Kiwa countries**

- Overall average Kiwa Employee Engagement Survey (KEES) score  $\geq 7.5$  (scale 1-10)
- Country KEES score  $\geq 7.0$  and not lower than previous result

• **Diversity and inclusion in all Kiwa countries**

- Balanced according to 'Fair Labour standards and quotes'
- > 30% representation of women in total number of employees
- > 25% representation of women in senior management positions



Focal point 3

**Enlarging** the impact of our services on sustainability



• **Creating awareness**

- Be good and tell it: address sustainability impact in all Kiwa communication
- Regular communication with Kiwa employees
- Demonstrable interactions with all Kiwa stakeholders and use their feedback in evaluating our policy

• **Aligning the CSR Route to the corporate business strategy**

- CSR a responsibility of every Kiwa employee and Country Manager
- CSR on the agenda of Country Management team meetings
- CSR an integrated topic in mergers and acquisitions (guidelines added to M&A checklist)

• **Sustainability indicators into Kiwa's services proposition**

- CSR on the agenda of a service's Board of Experts
- CSR as an explicit requirement in a certification scheme
- CSR as part of service's communication plan
- United Nations' Sustainable Development Goals (SDGs) linked to (local) services portfolio



## Ecuadorian colleagues enjoy CSR



Our colleagues at Kiwa Ecuador are enhancing their own (working) lives and the lives of others.

“The main economic activity in our province is agriculture,” says Francis Torres, who coordinates CSR activities in Riobamba. “However, farmers do not receive a fair price for their products; intermediaries take the highest margins.” In May 2022, the team participated in a race to raise awareness of fair trade in the city – an initiative they plan to continue supporting.

They are also bringing colleagues closer to nature, by encouraging urban farming. And since plants can be beneficial for health, including by providing clean air, the team used them to decorate the office.

They are taking wellbeing a step further too: “In June 2022, all our colleagues underwent blood tests, spinal x-rays, weight and vision checks,” says Torres. “Each colleague then had a private appointment with an occupational health physician.”



Francis Torres,  
CSR Coordinator Kiwa Ecuador

“  
Kiwa Ecuador has chosen to focus on SDG 3: Good Health and Well-being and SDG 4: Quality Education. The company provides employees with support for medical expenses and flexibility in working hours when colleagues or their families have a health problem. We also run awareness campaigns on healthy eating, active breaks and the prevention of accidents at work. We make sure that all employees are included in the annual training plan, and we have a reward plan for employees who complete online training.

For us, the most important thing was to be able to join efforts to help vulnerable groups in our province. For example, we delivered food and clothing to a nearby town that suffered a large landslide in April with 40 fatalities. We believe that if we can make a single day better for people who really need it, we will have brought some relief to their problems.

”





## Karen Stageman

Head of Marketing and Communications Kiwa UK



“

In 2022, we built solid foundations in the UK across the CSR themes. One of our focus areas was reducing our carbon footprint. Simply by measuring (and reporting on) our carbon footprint we are instantly more aware of our emissions and can focus on meaningful reductions. You can't fix what you don't measure, so our quarterly reporting, while challenging, is a useful step forward.

To extend our impact, we focused on developing credentials for our sustainability services; the biggest gains will come from helping our customers achieve greater sustainability through our services.

Our Health, Safety and Wellbeing (HSW) program gained good traction, thanks in part to the Health and Safety Champions at each Kiwa location. Along with many other Kiwa countries, Kiwa

UK participated in the global Safety Week in September.

In addition to UK-wide initiatives, CSR activities are also championed at a local level. A number of offices organized donations to Ukraine, Central Services donated food to 'Hamper Scamper', and all business units nominated a local charity at Christmas to receive a donation from Kiwa UK. Some members of Central Services have started exploring their new

office surroundings and getting their steps in at lunchtime, and they plan to try different outdoor activities in the summer. Several members of the Kiwa Watertec team climbed Mount Snowdon (Yr Wyddfa) last year, which proved to be a great team building experience.

”



## Chapter 3

# Employee health, safety and wellbeing



# Building a safety organization & culture

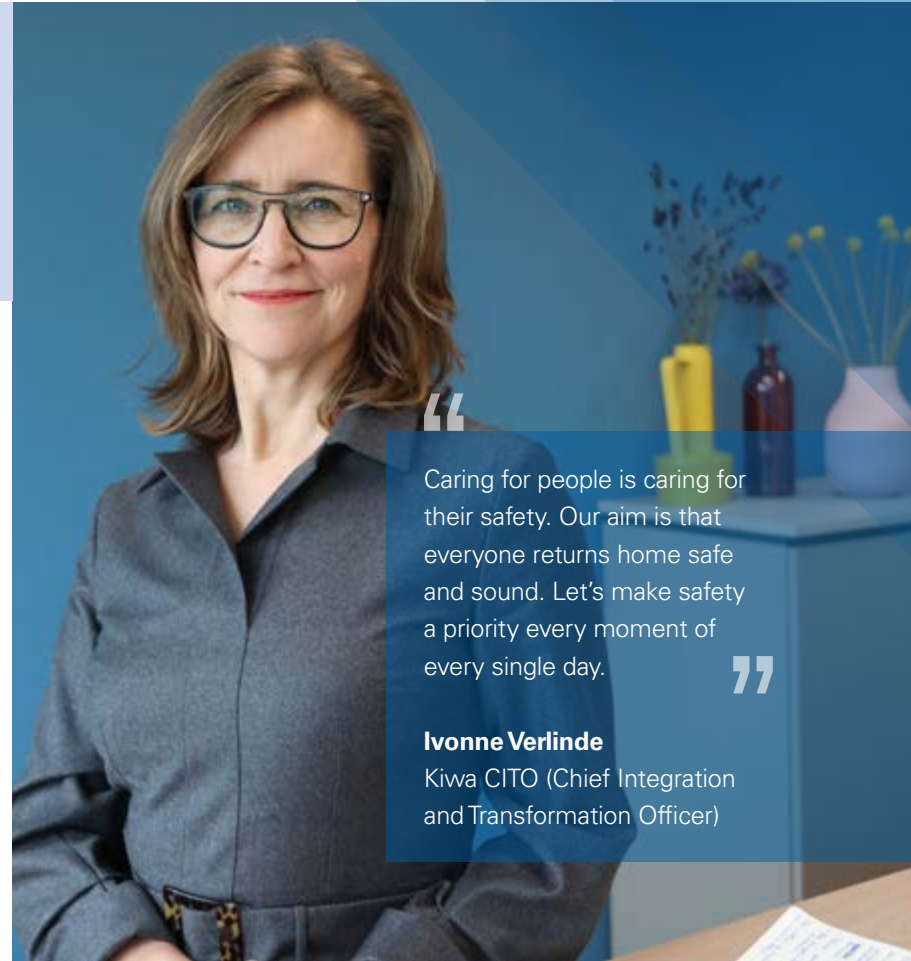
At Kiwa, we want to provide a safe working environment to protect the health and safety of all of our colleagues, customers and third parties. We believe nothing we do is worth getting hurt for. Together, we share the responsibility of a safe and sustainable workplace, for ourselves and for others.

We took steps towards this in 2022, with new processes and people, and by integrating our approach with SHV. This has resulted in increased focus on safety and a plan to move safety forward in 2023 and beyond.

## Integrating into SHV

In 2022 Kiwa integrated into SHV, including from a safety perspective. We adopted the SHV safety KPIs and installed a monthly reporting routine. Also Kiwa representatives joined the Kiwa Safety Community to exchange experiences.

In previous years, countries reported their safety performance to Kiwa Group on an annual basis. This year was a tipping point for safety at Kiwa: we strengthened our safety framework by implementing monthly safety reports. In taking this step forward, we are increasing awareness, shortening feedback loops and learning from safety incidents so we can prevent future accidents and improve our safety performance.



“

Caring for people is caring for their safety. Our aim is that everyone returns home safe and sound. Let's make safety a priority every moment of every single day.

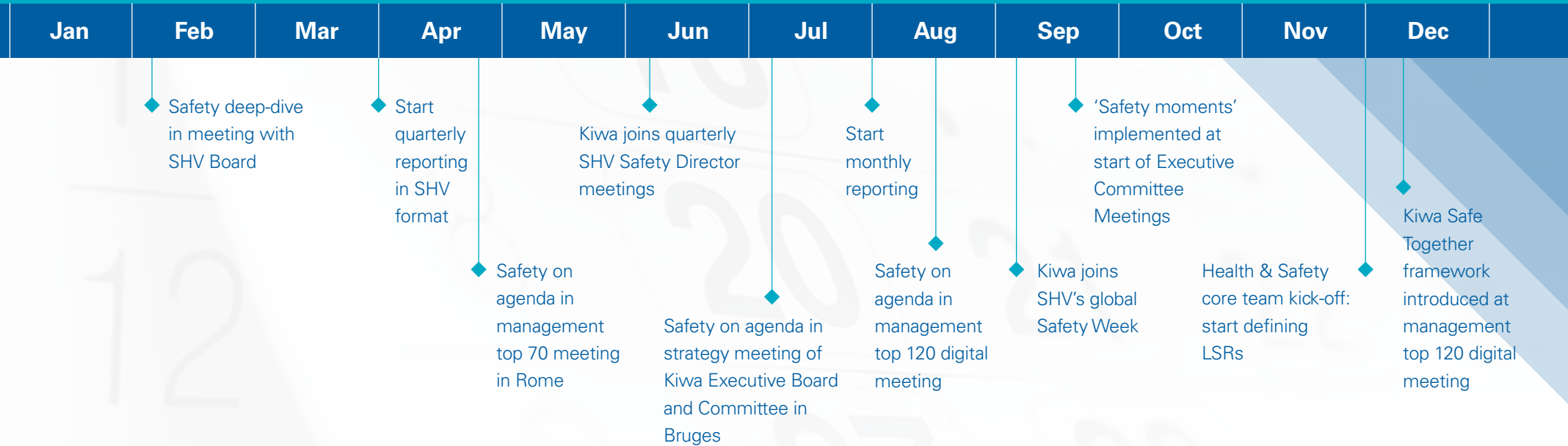
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**Ivonne Verlinde**

Kiwa CITO (Chief Integration and Transformation Officer)



#### Setting up a Safety organization and reporting structure



### 3 Employee health, safety and wellbeing

#### Health and safety in all Kiwa countries

Employee health and satisfaction forms one of the pillars of our CSR framework. To reach our goals and prioritize safety, it has been made a recurring topic at all senior management meetings, including Executive Board, Executive Committee and International Strategy Meetings. Additionally, we held a physical kick-off meeting for the core health and safety teams, which included health and safety representatives from the nine largest Kiwa countries. During the meeting, we shared experiences and aligned our way forward, including the development of Life-Saving Rules (LSRs).

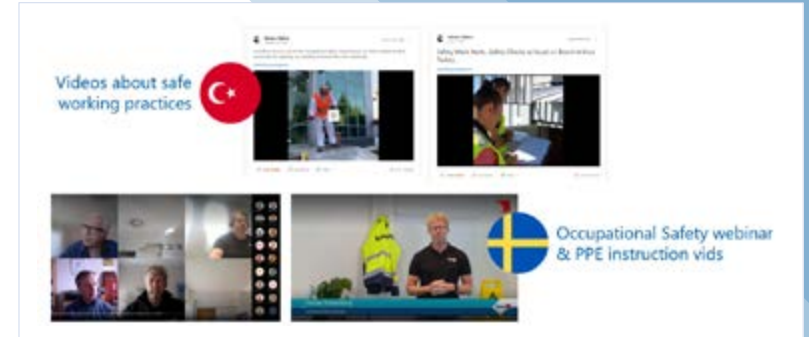


#### Global Safety Week

In September 2022, we dedicated an entire week to safety during the annual Safety Week. For five days, we paid extra attention to this topic through videos, quizzes, training sessions, meetings and much more. To draw attention to all aspects of safety, we focused on five different key messages throughout the week:

- **Care for people, care for safety**
- **Show you care about safety**
- **Assess the risk at hand**
- **Stop the work if it cannot be done safely**
- **Stay safe**

Topics we touched upon include the importance of personal protective equipment (PPE) when necessary, following safety regulations at the workplace, and setting an example and speaking up to others. After all, it is our number one priority for each of our colleagues to return home safe and sound after a day's work – today, tomorrow, always.





### 3 Employee health, safety and wellbeing

#### Kiwa Safe Together Framework

In 2022, we started building the Kiwa Safe Together Framework. This framework should be used in connection to local processes and procedures to ensure we work safely and in accordance with local legislation. It includes several elements to increase awareness among colleagues and will be rolled out to all of Kiwa in 2023:

- **Power to STOP**
- **Last Minute Risk Assessment**
- **Life-Saving Rules**

Overarching concept in Kiwa Safe Together is the Power to STOP: the Executive Board is giving all people at Kiwa the authority to stop the work if it cannot be executed safely.

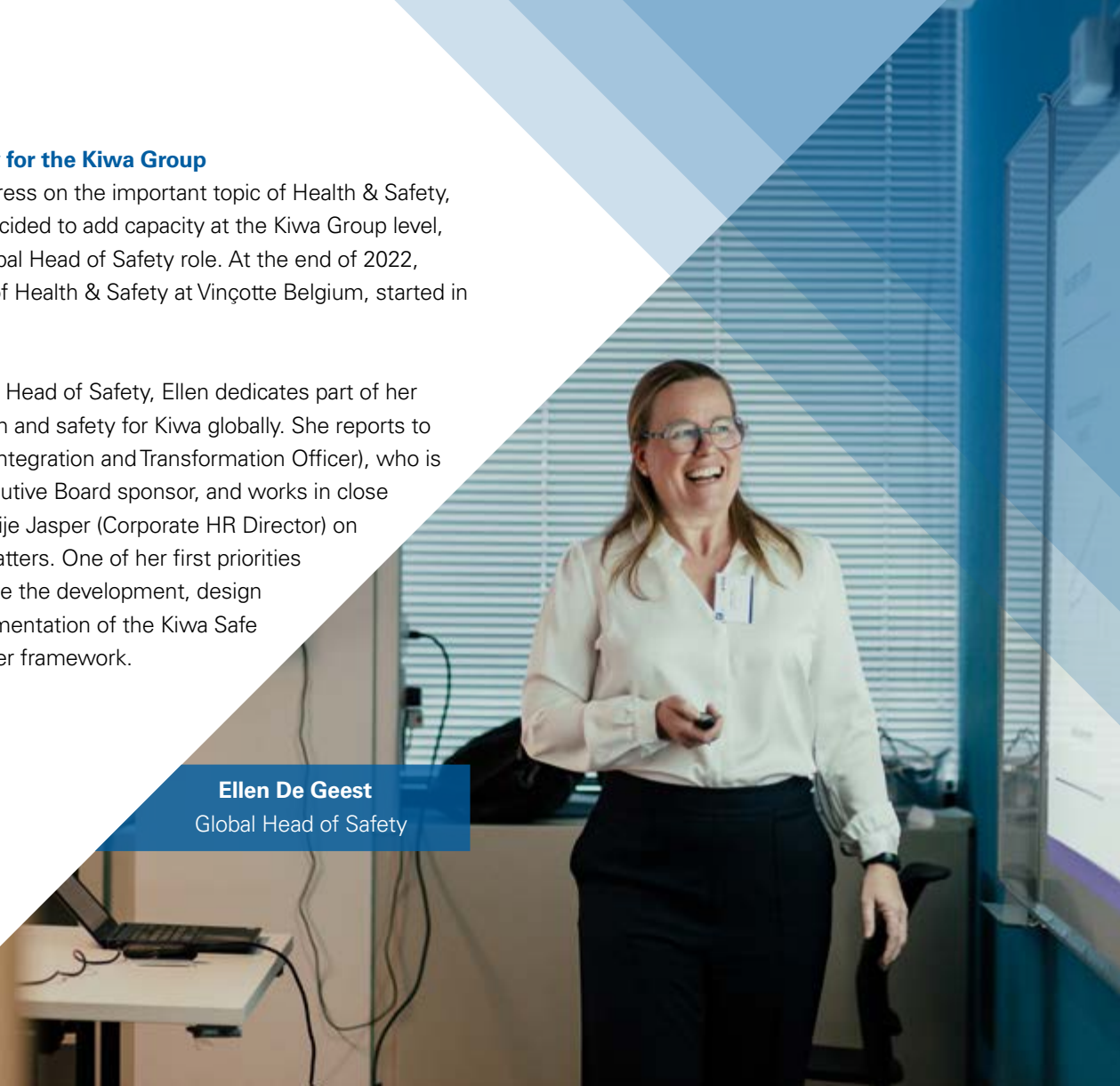


#### Global Head of Safety for the Kiwa Group

In order to further progress on the important topic of Health & Safety, the Executive Board decided to add capacity at the Kiwa Group level, by establishing the Global Head of Safety role. At the end of 2022, Ellen De Geest, Head of Health & Safety at Vinçotte Belgium, started in this role.

As Kiwa Group's Global Head of Safety, Ellen dedicates part of her time coordinating health and safety for Kiwa globally. She reports to Ivonne Verlinde (Chief Integration and Transformation Officer), who is functioning as the Executive Board sponsor, and works in close connection with Marije Jasper (Corporate HR Director) on people-related matters. One of her first priorities is to coordinate the development, design and implementation of the Kiwa Safe Together framework.

**Ellen De Geest**  
Global Head of Safety



# Safety incidents: recordables and pSIF

Our aim is that everyone returns home safely and unharmed, every day. While we all do our very best to avoid safety incidents and to minimize the risk of occurrence, accidents still happen. In 2022, there were 79 safety incidents, resulting in a TRCF of 0.87. Of these incidents, two were classified as Serious Injury or Fatalities (SIFs): one fall through a weak roof and one pressure test hit. Both colleagues have recovered well after their serious injuries.

We investigated every incident, and we took all steps to support the colleagues involved and their families. We also conducted root cause analyses, defined learnings from each of the incidents and took all necessary preventive measures to avoid similar accidents in the future.

Most of the incidents concerned hand, finger and arm injuries and occurred because of slipping, tripping and falling. The main root causes turned out to be the incorrect use of personal protective equipment (PPE), last-minute risk assessment and other parties on site (contractors, customers) putting our colleagues at risk.

## Working towards a safer Kiwa

In addition to the goal of zero fatalities or life-changing injuries set out in our CSR Route, we have set a target of a 15% improvement in Kiwa's TRCF in 2023 – a target value of 0.74. We will build on our progress by implementing Visible Felt Leadership on a day-to-day basis, reaching everyone at Kiwa globally, and find ways to cover smaller countries in our safety approach. We will further streamline our reporting and tools and implement Kiwa Safe Together and our Life Saving Rules (LSR). Driving all this will be the new role of Global Head of Health and Safety.



Current status

## Safety incidents in 2022



**TRCF** Total Recordable Case Frequency. TRCF is calculated as number of recordable incidents x 200,000 / number of hours worked. Number of hours worked is calculated as the average Full Time Equivalent x 2,000 hours (assumed annualized hours).

**SIF** Serious Injury or Fatality  
**LTI** Lost Time Incident

\* The number refers to Serious Injuries only; no Fatalities recorded



# Employee experience

Improving employee health and satisfaction is one of the three Focal Points of our CSR Route, and our efforts are on engagement, diversity and inclusion here. To assess employee satisfaction, we carry out the Kiwa Employee Experience Survey (KEES). We foster a supportive culture that encourages employees to speak up against undesirable behavior. And our talent management approach pays close attention to professional development and provides a strong foundation for diversity and inclusion.

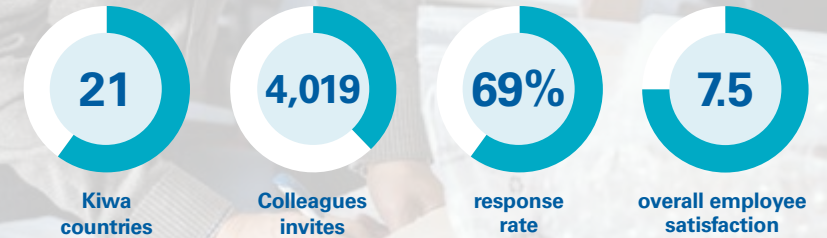
**Tracking employee satisfaction:  
KEES Pulse Measurement**

The KEES survey is designed to understand how Kiwa employees experience their work, including by measuring their general satisfaction, their views of Kiwa's vision and objectives, the demands of their jobs and other areas.

As a bi-annual survey, KEES is scheduled for 2023. To gain a clearer picture of satisfaction in the interim, we introduced a 'light' version for 2022: KEES Pulse. We conducted this survey in a limited number of 21 Kiwa countries and invited 4,019 colleagues to participate in May, June and September 2022.



 Current status





### 3 Employee health, safety and wellbeing

We received 2,764 anonymous responses to the online questionnaire – the response rate of 69% was lower than that of the full survey in 2021 (at 78%).

#### Satisfaction scores

Globally, employees remain satisfied at Kiwa: employee satisfaction (the average of the score on the question of satisfaction with Kiwa and the question of satisfaction with your business unit) was

7.5 – only a slight decrease from 2021 (7.6). This means we are meeting the goal we set in the CSR Route to achieve an overall average Kiwa Employee Engagement Score of 7.5 or above.

Since respondents in the different Kiwa countries only filled in a couple of dimensions in this 'light' version, it is difficult to compare countries. However, we can see some overall trends. For example, satisfaction scores within

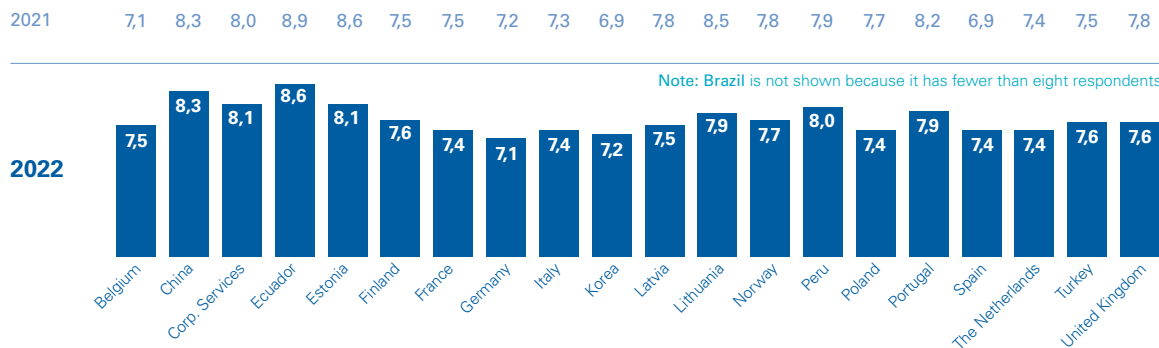
countries vary between 7.1 (Germany) and 8.6 (Ecuador). Some countries improved since 2021 (Korea went from 6.9 to 7.2 and Spain from 6.9 to 7.4) and some decreased, although from a high base (Estonia from 8.6 to 8.1 and Ecuador from 8.9 to 8.6).

#### Areas for attention

On specific topics, there were some areas for attention. For example, we noted an increase in employees experiencing undesirable behavior, from 13% in 2021 to 16% in 2022. To address this, we will raise awareness of Kiwa's policy, highlight our zero tolerance for undesirable behavior and reiterate how employees can contact the confidential counsellor. And we will consider this attention point in the context of inclusivity. We will also continue to engage with employees on the topic of work pressure, which is a long-term improvement point at Kiwa.

#### Current status

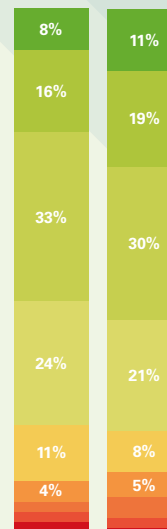
Country satisfaction score



#### Overall Kiwa satisfaction score

7.6 (2021)

7.5 (2022)



General satisfaction

Satisfaction business unit



# Speak UP!

At Kiwa, we believe in acting with integrity, in line with our values and mission, and in compliance with applicable laws, regulations, company policies and procedures. The Kiwa Code of Conduct and Compliance summarizes our values and principles. We support our commitment with a 'Speak UP' culture, endorsed by Kiwa's Executive Board. This means that if an employee believes there has been a violation of our values, the Kiwa Code of Conduct and Compliance, policies or the law, we invite them to Speak UP and share their concerns.

Building and retaining such a 'Speak UP' culture is a collective and an individual responsibility for all of us at Kiwa. We understand it can be difficult or stressful for someone to ask questions about what they experience or witness, to report a violation or to ask for support when questioning a possible violation of our shared values, our policies or the law. However difficult it may be, we urge everyone to Speak UP. Kiwa handles all concerns with the utmost care.

When reporting or asking questions, employees can choose to remain anonymous, though we invite them to share their identity. We encourage them to be specific with dates, names and references, as general accusations cannot be properly investigated. All employees are protected against any form of retaliation, unless they acted maliciously or in bad faith.

Employees can follow three steps to report their concerns.

- 1. Give feedback directly**
- 2. Report to someone in the immediate working environment**
- 3. Speak UP to another reporting channel**

In addition, we encourage external parties to ask questions about and report any non-compliance to our Kiwa Code of Conduct and Compliance. If they want to speak up and react to our Code or report a suspected breach, they can do so via a form on our corporate website.

## Current status

Status 2022: Six cases or suspected cases were reported in 2022 via Kiwa's Speak Up channels, of which two were substantiated.

The reported cases and questions were raised via the Helpline or Gatekeeper. Australia and North America used a different external helpline.



of cases  
(2 out of 6)  
substantiated



cases reported  
via Speak UP  
channels in 2022



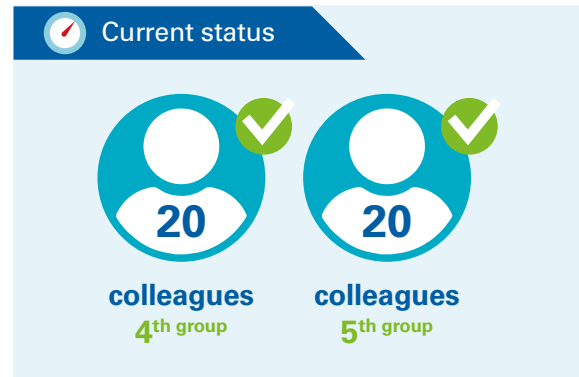
# Talent Development Program

Talent development is an important element of our approach to employee health and satisfaction. Since 2018, we have run a global Talent Development Program, a co-creation of Kiwa Corporate HR and Kenhardt International agency, and participants from all over the world have taken part.

Marije Jasper, Kiwa's Corporate HR Director, initiated the Talent Development Program. "As we all experience the 'war on talent' and the increasing pressure on companies like ours when filling vacancies, such a program is also a good way to engage and challenge people, and thus retain them for the organization."

## Benefits for colleagues and company

Every Kiwa colleague could take part, in principle. To join the program, they must be nominated by their direct manager or a local HR manager and they have to pass an English language proficiency test, as the trajectory is in English. So far, most of the



participants have been early- or mid-career. The program consists of five generic modules – Professional Efficiency, Influencing and Presentation Skills, Working in Projects and in Teams, Entrepreneurship & Business Orientation and Driving for Results – and it includes tests and ability checks. In addition, participants are trained and coached one-on-one, and each talent has to set up their own project assignment related to sales, technical skills or management.

“

We want to offer our talents an opportunity to challenge the status quo, a stimulating and supportive environment to set up and implement a solution for the issue, and an organization that actually puts that solution to good use.

”

**Marije Jasper**  
Corporate HR Director



# Kiwa Academy

At Kiwa, we believe sharing knowledge makes us all better experts, so we ensure all Kiwa colleagues have access to learning tools to work on their personal skills, knowledge and development.

The Kiwa Academy is an online platform where colleagues can enhance their knowledge about a wide variety of subjects. Kiwa Academy hosts mandatory e-learnings about Kiwa, and Kiwa Academy+ offers a variety of engaging business-related and personal development courses.

All Kiwa colleagues can take these courses - or parts of them - whenever they like; all they need is their Kiwa account and an internet-connected device.


# Leadership Development Program



To develop leadership capabilities at Kiwa, we run the Leadership Program alongside the Talent Development Program. Co-created by Kiwa Corporate HR and Kenhardt International agency, this program is designed to ensure managers at Kiwa are able to lead our organization forward towards our goals, in line with our business strategy, while supporting the colleagues who report to them.

In 2022, one group of 20 Kiwa colleagues went through the Leadership Program. We also further developed the program by aligning it with SHV's leadership profile. The aim is to enhance leaders' capabilities in their project and (future) management roles.

This is an important aspect of our commitment to employee health and satisfaction. In the 2022 KEES Pulse survey, respondents rated 'Management' lower than the other dimensions, with an average score of 6.9. Thus our investment in management and their capabilities is a priority.

 Current status

 20 colleagues



# Diversity and inclusion

Given our organization’s international footprint and spread, cultural diversity within Kiwa arises naturally. Diversity and inclusion (D&I) are integral to Kiwa’s values, and our current targets focus on gender balance and national diversity in management teams. Kiwa also actively participates in SHV’s D&I Taskforce and the “Taking the Stage” initiative, focused on empowering colleagues to actively bring their insights and experience to the table. From this report onwards, we are using Korn Ferry Hay levels (KFHL) to define the target group of senior management for which we report on diversity.

## Gender representation

Balanced gender representation remains a point of attention. Our goal at Kiwa is to have over 30% representation of women in the total number of employees and over 25% representation of women in senior management positions in all Kiwa countries. These management position roles are defined as those of KFHL ≥ 21, which

mainly consists of senior management (EB, EVPs, Corporate Directors) and P&L managers of larger countries and entities.

Overall, Kiwa attracted more female employees in 2022. However, representation of women in most senior management layers falls behind target, at 15%. There were no female managers in 15 countries, 10 of which only have one manager. Conversely, there were only female managers in three countries, two of which only have one manager. This gender balance depends on geography and market, with some sectors traditionally more male-dominated.

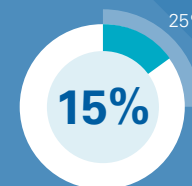
In 2022 we welcomed a female member to the Executive Board.

From 2023, when recruiting employees for roles of KFHL ≥16 it is a requirement to have female applicants on the shortlist.

## Nationality diversity

Our nationality diversity target in management teams relates to the presence of at least two different nationalities in the Executive Board and the Extended Executive Council (EB, EVPs and Corporate Directors). This is aligned with SHV, as in Kiwa country MTs are local-for-local.

### Current status



female senior managers (target: 25%)



women in total number of employees (target: 30%)

### Current status



of teams achieved our nationality diversity target.



countries with just female managers



countries with no female managers

# Kiwa Italy embraces gender equality in CSR efforts

Following certification to CSR Performance Ladder level 3, it was time for Kiwa Italy to take the next step: embracing the United Nations' Sustainable Development Goal (SDG) 5, 'Gender Equality'.

Gender equality is more relevant than ever – for example, globally there are still occurrences where women earn less than their male colleagues in the same role. Having chosen the related SDG to focus on, Kiwa Italy now offers customers certification to a new international standard that aims to eliminate gender discrimination: the UNI/PdR 125:2022.

Issued by the Italian standardization body UNI, the standard provides guidelines on the management system for gender equality, requiring companies to integrate the principles of gender equality and diversity into corporate objectives.

Certification supports the transition to a socially sustainable workplace.



## Eugène den Elzen CSR Secretary Kiwa Group



It is becoming increasingly visible that our Kiwa CSR Route 2027 is causing a ripple effect in the organization. While we initially started with a limited group of countries, we see that more and more new countries are keen to join the movement. CSR Ladder certification and preparation for it is constantly expanding into new countries, which is evidence that CSR continues to grow at Kiwa.

The solidarity and willingness to cooperate within the international CSR community

is striking. When new countries join, others are soon willing to share their experience and knowledge and help to set up CSR in that new country.

While we have a large group of CSR ambassadors at Kiwa, my wish is to have CSR so deeply rooted within Kiwa that it can be considered as a common cultural aspect of the organization, and as such be reflected in individual behaviors of all employees.

# CSR lunch and the Litter Collection Challenge in the Netherlands



The CSR working group organized the annual CSR lunch at our location in Apeldoorn and over 150 colleagues attended. While enjoying a healthy lunch, they were updated on the positive status of our new beehives in Apeldoorn and Rijswijk, the importance of a pleasant working environment and our role in the energy transition.

Our colleagues across the Netherlands have also been busy collecting litter since March 2022

for the Litter Collection Challenge, using an app to register each piece of waste. The information is used to map out litter hotspots and track what types of litter are common, which can bring about real change. It also enables us to determine the number of pieces of litter collected at each Kiwa location. The winning location gets to accommodate Zwerf van Zooy tot Zuyveringh ('The Litter Picker'), a creation made of litter by a Dutch artist.





Chapter 4

# Sustainability





# Reducing carbon emissions

We believe that environmental change starts by looking at yourself. As we are aiming to minimize our negative impact on the environment, reducing our carbon footprint forms one of the main drivers in our CSR Route. Tackling climate change is a responsibility we all share, and we are committed to taking ownership of our part of this responsibility.

## Quantifying greenhouse gas emissions

Kiwa is making progress towards our goal of carbon neutral operations in 2035. To continue on our journey, we need to measure our emissions so we can better reduce them. Since 2019, we have been measuring our carbon footprint according to the GHG Protocol. We will conduct a detailed analysis of our current footprint in 2023.

We are also developing our own approaches to quantifying our emissions. In 2022, Kiwa's environmental experts developed a CO<sub>2</sub> reporting software tool. This new methodology aims to harmonize the procedure throughout the Kiwa Group, which will allow for better

comparability over time and geographically. As such, we are now using the ecoinvent database combined with Defra CO<sub>2</sub> emission factors.

While our procedure is not yet perfect, we are taking steps every day and are learning along the way, making tremendous steps in quantifying our CO<sub>2</sub> emissions. This year we have succeeded in presenting a more detailed, transparent and clearer carbon emissions report.

## More countries attached

We also collected data from a larger proportion of Kiwa entities: in Q4 2022, we gathered data from 17 Kiwa countries working according to the CSR Performance Ladder, level 3,



representing 66% of total Kiwa revenues. This is an increase compared to 11 in the same period the previous year (representing 55% of turnover). We expect to expand this further by including France, the Dominican Republic and the integration of Intega companies in North America and Australia.

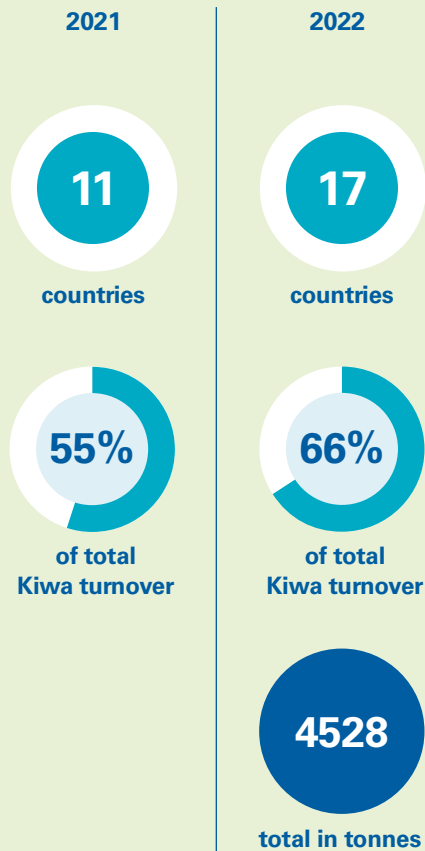
Because of the harmonization of calculations at the local level made in 2022, there is a trend break versus previously reported figures (YTD Q3). Going forward we will continue to focus on the improvement of data completeness, accuracy, collection and processing, which remain challenging. Webinars will be held to increase the understanding of the requirements and definitions.

**Kiwa's CO<sub>2</sub> emissions**

Our focus is on the direct and indirect emissions from housing and mobility, divided over Scopes I, II and III. We are working in line with SHV's target for CO<sub>2</sub> reduction of 30% in the period 2018-2030: we have set a target to achieve a CO<sub>2</sub> reduction of 30% in 2030 compared to 2019, with sub-goals on energy use reduction, reduction of business travel mileage and increasing the share of hybrid or electric cars.

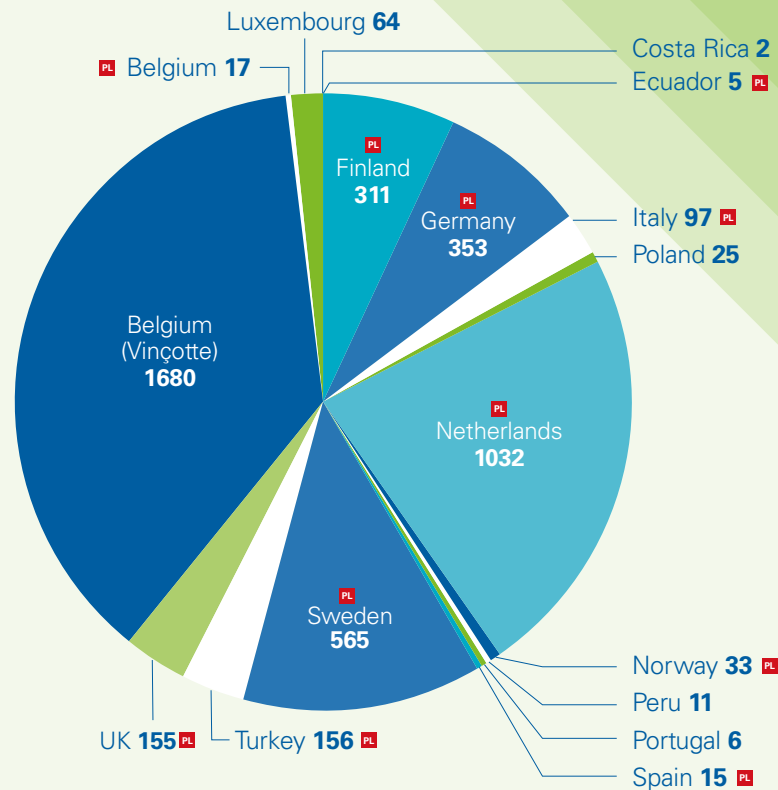


**CO<sub>2</sub> emission data collection**



**Current status**

**Kiwa's CO<sub>2</sub> emissions in tonnes, Q4 2022**



PL Certified to CSR Performance Ladder

# Kiwa's role in making society more sustainable

With dwindling fossil fuel supplies, rising energy costs and an urgent need to reduce carbon emissions, the pressure is on globally to increase the use of renewable energy. The production and storage of renewable energy are increasingly gaining attention as a solution to decarbonize economies worldwide.

To maximize the use of renewables like solar, wind and green hydrogen, innovation needs to break through existing channels, and its implementation must be safe and efficient. At Kiwa we play a role in this by ensuring the quality and safety of products and networks that are vital for the transition.

We strive to contribute to the acceleration of the energy transition, including through our Business Sector Renewable Energy. We support new and traditional energy market players in several areas.

## Solar

According to Luca Votta, Global Business Sector Leader Renewable Energy at Kiwa, solar and wind power will be "the main drivers for global decarbonization in energy production." Kiwa provides testing, inspection and certification services throughout the value chain to ensure solar products meet the required standards for performance, safety and quality.



“

This isn't about following market trends. We believe our new world will be greener and more sustainable for our future and also for generations to come.

”

**Luca Votta**  
Global Business Sector Leader  
Renewable Energy

### Wind

In countries where there is less sunshine and more wind, like the Netherlands, wind has the potential to be a main source of power. Kiwa is supporting this growth through a full scope of inspection services for the Wind Turbine Generator (WTG) market.

### Hydrogen and alternative fuels

Renewable hydrogen, known as green hydrogen, will play a key role in decarbonizing sectors where other alternatives might be unfeasible or more expensive. At Kiwa we have experience with a broad range of electrolyser technologies.

### Natural gas

Kiwa supports appliance manufacturers and gas network operators to adapt existing natural gas infrastructure. For example, we provide advice on feeding Green Gas, bio gas and hydrogen into the energy supply system. And we offer the Kiwa 20% Hydrogen Blend Mark for appliances that operate safely on blends of up to 20% hydrogen in natural gas.

### Electrical

Electrical power is increasingly popular, particularly in terms of powering vehicles. Electric mobility is constantly evolving, and Kiwa provides services to ensure emerging technologies are safe. For example, we provide a complete EV charging testing and certification solution. We also support clients to turn renewable energy into the e-fuels of the future, with Power-to-X (P2X).

### International Sustainability Platform

In 2022 we successfully launched the International Sustainability Platform as a means to contribute to the sustainability of supply chains. The Platform aims to identify, enhance and promote sustainable service offerings, enabling our customers to reduce their negative impact on the planet. Through the Platform, we offer a variety of services ranging from quantification of environmental impact to the certification of sector-specific sustainable products and services.

[Read more about Kiwa's role in the energy transition.](#)





# Examples of sustainable projects with our customer

On the next two pages, we share four examples of how Kiwa is helping make society more sustainable:

- Testing environmentally friendly infill in artificial turf pitches
- Certifying tasty bananas with a holistic touch
- Securing a cleaner, greener world with electric vehicles
- Supporting sustainable construction through life cycle assessment



## Testing environmentally friendly infill in artificial turf pitches

Every day, millions of people play on artificial sports pitches infilled with plastic or rubber granules. While the infill makes the fields more durable and weather-resistant and provides shock absorption and traction, it can also contribute to major environmental problems, particularly by releasing microplastics.

Kiwa has been testing alternative materials, including coconut, olive kernels, cork, rice and bark, which present their own challenges.

[Read the full article](#)

## Eat them pure: tasty bananas with a holistic touch

Biodynamic farming, considered the most sustainable form of agriculture, involves growing food organically and in harmony with nature, following a holistic, ecological and ethical approach. Demeter – a worldwide movement of farmers, manufacturers and researchers who apply and value biodynamic farming methods –

provides the international standard for it. Kiwa offers auditing and certification to the Demeter standard. Finca Laguna Salada, one of the first Demeter-certified banana plantations in the Dominican Republic, benefits ecologically, socially and economically.

[Read the full article](#)



## Securing a cleaner, greener world

With the rise of electric vehicles (EVs) in recent years, there has been growing demand for infrastructure, particularly a reliable charging network. Allego, the leading European public EV charging provider, has an international network that extends to more than 28,000 public charging ports in 14 countries and will soon reach one billion charging sessions per month. Allego has partnered with Kiwa since the early days on certification to several schemes.

[Read the full article](#)

## Innovating for sustainable construction: a new era for life cycle assessment

It is becoming increasingly important to understand where our environmental impacts are coming from, in order to limit them – particularly in the construction sector. One of the ways to assess the impact of construction is through life cycle

assessment (LCA). At Kiwa, we aim to support construction companies in their sustainability efforts, including by certifying circular products and quantifying their impact on the living environment.

[Read the full article](#)





# Training, a bottle deposit scheme and more: CSR at Kiwa Norway



Kiwa Norway undertook several CSR initiatives in 2022 to make positive contributions to society. In September, they held a kick-off meeting to encourage all colleagues to engage in local CSR activities that support people's wellbeing.

For example, in Haugesund, Kiwa started working with Nordisk Bærekraft (Nordic Sustainability) on a deposit scheme for bottles and cans that aims to help reduce waste while providing jobs and income for individuals who experience difficulties finding work.

The Kiwa Norway team also introduced new training modules on sustainability for customers, showing them how to handle sustainable restructuring and how to integrate it systematically into the organization's HSE framework.

Inspired by the Kiwa Sales Excellence Program and to ensure their sustainability courses meet the needs of potential customers, Kiwa Norway held a workshop in which colleagues assessed the offerings by acting in the role of different personas. The exercise



highlighted the importance of investigating needs before developing a product, as well as the impact of marketing.



# Kiwa Sweden reaches CSR goal of 25% non-fossil-fuel-driven cars

Kiwa Sweden has been working on their transportation to reach the corporate CSR goal of reducing our CO<sub>2</sub> footprint, while supporting Sustainable Development Goal (SDG) 13: Climate action.

In a new lease agreement for the fleet of about 540 cars, employees can choose from a range of electric cars and plug-in hybrids; only one of the options

is a fossil-fuel-driven car. In 2022, Kiwa in Sweden ordered 163 new cars: 41% electric, 52% plug-in hybrid and only 7% fossil fuel. The latter are mainly used high up in the north of Sweden, where it can be difficult to charge. The goal is to have as many electric cars as possible. Colleagues in

Sweden are also working to reduce the kilometers driven by 15% through better planning and allocation of assignments. One of the Swedish businesses managed to save about 70,000 km in 2022 – that's almost twice around the world!



**Ben Dellaert**  
CSR Director Kiwa Group

In 2022, it was fascinating for the whole Kiwa Group to experience how perfectly the two recent large acquisitions, Vinçotte and Intega, fit into our internal CSR policy and mindset.

An important step from an operational point of view is the quarterly collection of CO<sub>2</sub> footprint figures for each country. Our German colleagues helped us with a newly in-house developed tool for that. The monthly safety reporting routine and associated learnings are also in place.

We are moving step by step to cover the vast majority of the Kiwa business. That is a positive challenge: the bigger Kiwa grows, the more sustainability impact we can make in our own operations and in supporting our customers.

Last but not least, I would like to give a huge compliment to all the national CSR coordinators who have done an enormous job on the realization of our CSR goals. It is fun working with such a dedicated team!

## Chapter 5

# Ethics and Compliance



# Our commitment to Ethics and Compliance

Kiwa employees' compliance with competition, anti-bribery and other applicable rules and regulations is indispensable for a company that needs to be impartial, independent and trustworthy.

As a member of the international TIC Council, Kiwa is bound to this Council's Code of Conduct. And the Kiwa Code of Conduct and Compliance, which is fully aligned with SHV's, acts as a framework for regulations and guidelines related to integrity, confidentiality, fair labour, health and safety.

## Kiwa Compliance program

Our approach to compliance is governed by the corporate Kiwa Compliance Committee, which is responsible for ensuring we have the proper procedures, alignment and reporting in place. To engage everyone at Kiwa in the topic, we provide the Kiwa Compliance Program for employees,

which consists of online trainings and conformity declarations related to all the relevant regulations. In 2022, completion rates were satisfactory.

## Corporate e-learning

To ensure colleagues' compliance with the Kiwa Code of Conduct and Compliance, competition and anti-bribery rules and regulations, mandatory e-learning are available in the corporate Kiwa Academy – our online learning space. Kiwa is bound to high completion rates, according to requirements of the TIC Council. Over the years, completion rates have been satisfactory and in line with requirements, with completion rates at the highest to date across all compliance e-learning in 2022.





# Code of Conduct and Compliance

As a leading company in auditing, inspecting and testing, we create trust and transparency through what we do.

Being a leader in quality and reliability includes compliance and living up to, for example, integrity, proper conduct, anti-bribery and fair competition regulations. Plus, demonstrating a high moral standard.

To ensure we do, we have a Kiwa compliance framework: a number of interconnected regulations and guidelines in the fields of Legal, HR and Quality. This framework is based on the requirements in the compliance framework of the international TIC Council of which Kiwa is a member.

The 8 statements in our Kiwa Code of Conduct and Compliance are all about how we do our work and how we act. We all adhere to these statements.



## Integrity

Kiwa operates in a professional, independent, impartial and ethical manner in all its activities. This entails carrying out work honestly, tolerating no deviation from approved methods and procedures and reporting actual findings and professional opinions.



## (Avoiding) conflicts of interest

Kiwa avoids conflicts of interest with any related entity in which it has a financial or commercial interest and to which it is required to provide services.



## Fair business conduct

Kiwa respects standards of business ethics, competition compliance and integrity and will not do anything to bring its reputation into disrepute.



## Anti-bribery

Kiwa prohibits the offer, gifting or acceptance of a bribe in any form, including kickbacks on any portion of a contract payment. No improper benefits will be received or provided in doing business.



## Fair labour and ethical behaviour

Kiwa is aware of its social responsibility for its employees and the people, communities and environments in which it works. Kiwa acts with honesty and fairness while respecting human rights, equality, dignity and diversity of its employees.



## Competence

Kiwa employees will have the right capabilities and are competent to perform their job. This is supported by regular education and training.



## Health and safety

Kiwa provides a safe working environment to protect the health and safety of employees, customers and third parties.



## Confidentiality and data protection

Kiwa respects the confidentiality and privacy of information of companies and persons doing business with Kiwa as well as of Kiwa employees and ensures processes are in place to adequately protect such information.



## Gero Schönwasser

Country Manager Kiwa Germany



“

At Kiwa in Germany, we are working across all dimensions of the CSR Route 2027. When it comes to the Sustainable Development Goals, we are focusing our special commitment on SDG 3, Good Health and Well-being, and SDG 8, Decent Work and Economic Growth. On the latter, we check very carefully which suppliers we work with and ask them to assure us by means of a self-declaration that they pay attention to decent

work in the production and supply of their products. To support SDG 3, we are calling for the sports activities and also offer all Kiwa employees in Germany the opportunity to lease a bicycle on special terms through the Business Bike program.

In 2022, for the second time, the German Kiwa Group participated in the ‘Stadtradeln’ (‘City Cycling’) event.

The aim of this campaign is for participants to cycle as many everyday journeys as possible in their respective cities and communities within three weeks, and thus save CO<sub>2</sub>. After two German sites – Berlin and Hamburg – took part in 2021, I was very pleased that four Kiwa sites in Germany cycled in the 2022 event. In total, almost 4,500 kilometers were cycled, and 686 kilograms of CO<sub>2</sub> were avoided. This was a nice example how good

things go hand in hand: improving health and reducing CO<sub>2</sub> emissions.

While we make progress towards our ambitious goals, it is important not to forget that those small steps towards more sustainability; these deserve our attention and continued to support. It’s always great when our employees take the initiative themselves. And such activities also strengthen the team spirit at Kiwa!

”

## Vinçotte adopts CSR policy in line with Kiwa's CSR Route

In November 2022, colleagues at Vinçotte in Belgium and Luxembourg adopted their Corporate Social Responsibility (CSR) policy, which aligns with Kiwa's CSR Focal Points.

"The adoption of this corporate social responsibility policy is important," says Bernard De Cannière, CEO of Vinçotte. "We have to take a strong stand for ourselves, our internal talents, our clients and society."

A working group developed a structure for the company's

sustainability activities, based on the UN Sustainable Development Goals (SDGs). The team members each brought their own values to the conversation and considered the topics most relevant to Vinçotte, from

increasing gender equality to reducing carbon footprint.

The policy aligns with Kiwa's CSR Route, and it includes ambitious goals: Vinçotte aims to be CO<sub>2</sub> neutral by 2030.



Left to right: Filiep Spinnewyn, Christelle Binamé, Evert Vermaut, Kurt Gutschoven, Manuel Plateau.



## Kiwa CSR Route in Poland "feels like a product introduction"



Colleagues at Kiwa in Poland recently joined the global CSR Route, and in 2022 they started preparations to clear the first hurdle: certification according to Level 3 of the CSR Performance Ladder.

"It feels a bit like a large product introduction done by a small team," says Jolanta Biezychudek, Kiwa Poland's Quality Manager. "There are so many topics to take into account, things to sort out, data to collect and calculations to be made."

One of the team's dilemmas is electrifying Kiwa Poland's car fleet while retaining the ability to visit customers in remote areas, which is challenging as the infrastructure is immature. However, Jolanta is confident that Kiwa Poland will succeed.

"This CSR project will probably align our companies in Poland. And as we'll include CSR in our customer talks to learn what they expect from us and how we can help them, I think it will strengthen our ties with our customers."



Chapter 6

# Outlook



# CSR 2023 forecast

We made good progress towards our CSR goals in 2022, and we are committed to driving forward on our journey, which is mapped out in our CSR Route 2027. In 2023, we will take further steps to roll out our CSR program, reduce our emissions, further improve health and safety, support diversity and inclusion and increase our sustainability impact through Kiwa services.



## Rolling out our CSR program

In 2023, we will continue to broaden and deepen the CSR program within the Kiwa Group. Our goal is to have CSR-certified entities accounting for at least 80% of Kiwa's turnover by 2027. In 2023, 14 CSR-certified Kiwa countries across Europe and Latin America represent about 65% of turnover.

We plan to achieve the target by implementing the CSR Route and gaining CSR Performance Ladder certification in a number of additional Kiwa countries. We are expanding the program to Asia Pacific and North America, and when they are certified (in 2023-2025), the total will represent more than 90% of Kiwa's turnover.

New Kiwa countries certified to the CSR Performance Ladder as of 2023: Poland, Estonia and Peru. Further expansion, also to Asia Pacific and North America, is projected.



### **Incorporating the CSRD**

From 2025, Kiwa will be obliged to report in accordance with the European Corporate Sustainability Reporting Directive (CSRD), which came into force in 2023. We have already started preparing for this, and where possible we are doing so in collaboration with other SHV companies.

The CSR Performance Ladder certification standard will also be updated in alignment with the CSRD; a new version is expected to be published in the second half of 2023. Following publication, we will adjust Kiwa's CSR procedures accordingly.

### **Double materiality analysis**

As we continue on our CSR journey, we need to have a clear picture of our most important sustainability impacts – both those acting on Kiwa and impacts Kiwa has on the world. To do this, we

will perform a broad double materiality analysis in 2023. This process is happening in parallel at other SHV companies, so we will be able to compare our results. We will include the results of the analysis in an update of the Kiwa CSR Route.

### **Further cutting our carbon footprint**

We took an important step in our CO<sub>2</sub> reporting in 2022, by developing and implementing a new calculation model, resulting in more reliable reporting and more data to analyze. In 2023, our next steps are to:

- Have countries that are not yet certified for the CSR Performance Ladder report on their carbon footprint; and
- Improve analyses to draw lessons from the comparison between countries and improving reduction programs.



### **Improving health and safety**

In 2023, we will continue on the path of monthly reporting and learnings to improve safety performance. Our target will be 15% improvement of our TRCF, i.e. 0.74 full-year 2023. The main priority is to detail and introduce Kiwa's Safe Together framework, which includes the Power to STOP, the Last Minute Risk Assessment (LMRA) and the Life Saving Rules (LSRs), with Visible Felt Leadership as an overarching principle.

We are also determining measurable outcomes of LSR implementation, such as the percentage completion of trainings and safety walks. The focus of 2023 will be on a broad introduction of the framework, and in 2024 we will deepen the knowledge and application of the framework to include specific (local) situations.

### **Driving employee engagement**

In 2023 we will conduct our bi-annual full Kiwa Employee Engagement Survey. This will be the first edition to include our recently acquired companies Vinçotte and Intega. The outcomes will provide us with insights into opportunities to further drive employee engagement, and we will formulate specific actions accordingly.

### **Increasing diversity and inclusion**

In 2023, we will carry out a diversity and inclusion (D&I) inventory, as part of the Kiwa Employee Engagement Survey. Results will be available before the summer and provide input to further improve D&I at Kiwa. We will take this on in close connection with building broad awareness of our values (We ARE Kiwa - Ambitious, Reliable and Engaged), which is a continuous effort for the growing company that we are.

### **Increasing the impact of Kiwa services on sustainability**

We will further grow the business we do in our portfolio of validation and verification services. We will also be looking to expand our portfolio, including in Life Cycle Assessments (LCAs) and by developing schemes for the circular economy. This is a key strategic area for Kiwa to excel in to make a broader impact on society.





# Stay in touch!

We regularly publish CSR related articles on our Kiwa website and we offer services to help you realize your CSR ambitions as well.



Kiwa Stories offers insights into the world of Kiwa, including CSR.



Follow us on LinkedIn for Kiwa updates.

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