

# Our people:

## Working together to deliver our purpose

**This year our people showed strong commitment to our purpose, as we continued to put the tools and processes in place to help them thrive in their careers.**

The true measure of a company is the quality of its people. In a year when we were challenged by a difficult external environment and softer consumer demand, our people showed incredible commitment and resilience, working together to ensure we stayed focused on serving our customers and looking after each other's safety and health. Their passionate belief in our purpose of Transforming Lives through the Science of Food, and in our role at the centre of the future of food, also enabled us to continue delivering on our growth-focused strategy.

### Engaging with our people

While we measure performance in lots of ways, the scores from our annual global employee survey, 'Have your Say', is the main way our people tell us what they think about working at Tate & Lyle, including what's going well and where we can improve. The survey is confidential and managed through an external platform. Our latest survey, which we carried out in November 2023, showed a high level of participation at 80%, similar to 2022 (82%).

Our overall engagement score from the survey is based on answers to two questions: 'How happy are you working at Tate & Lyle?' and 'Would you recommend Tate & Lyle as a great place to work?' This year, we scored 72%, slightly below the previous year (75%), which suggests that our people remain engaged and committed, and excited about the opportunities our business brings. We know that this year was challenging for people given the pressure on costs and shifting ways of working, so we were particularly pleased that engagement levels were similar to last year. What was really encouraging is that we received three times as many comments in this year's survey, which were full of thoughtful, constructive feedback.



**We continue to see high levels of employee engagement and an excitement about the future of our business.**

**Tamsin Vine**, Chief Human Resources Officer

The survey told us that our people believe they are able to contribute meaningfully to the success of the business and that they know what to focus on to deliver the company's strategy. Our equity, diversity and inclusion metrics scored highly, giving us confidence that people continue to see Tate & Lyle as a place where they feel heard and can be themselves.

While our engagement scores were generally positive, we recognise that there is always more we can do and that real, meaningful change takes time, effort and consistency. Our leadership team discussed the survey results in detail and agreed several steps to drive progress in areas for improvement, such as the more effective use of technology, as well as continuing to embed the processes and behaviours that are working well. Our managers have shared the results of the survey with their teams, and are working together on action plans for the year ahead.

As well as measuring our performance internally, we also look at external perceptions of our people and business. During the year, we were pleased to be named one of the world's 1,000 most trustworthy companies by weekly news magazine Newsweek, and Statista, a leading market research and insights business. This was based on an independent survey of 70,000 people in 21 countries, and an online and social media assessment involving 269,000 evaluations of companies across 23 industries. Companies were assessed based on trust, customer service, how they are viewed by investors, and their treatment of employees.



### Our behaviours

We have established four behaviours which underpin our growing culture of innovation and experimentation:

#### Be curious

ask questions; listen without judgement; look up and out to bring in fresh perspectives

#### Bring challenge

invite it; be open to feedback; call out alternatives to improve; say what's needed in the moment

#### Create flow

know when to step in or when to trust others; bring creativity to constraints; remove obstacles for others

#### Have courage

stand proud behind ideas that inspire; be more ambitious; see mistakes as fuel for learning

Our people continued

### Employee profile

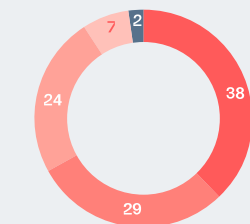
At 31 March 2024

Number of employees

**3,318**

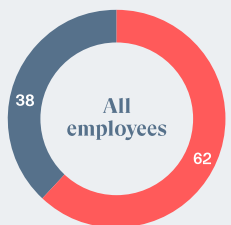
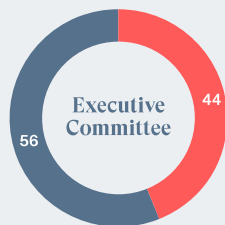
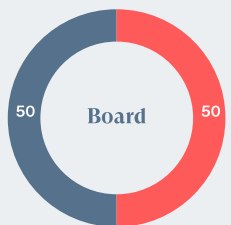
(2023: 3,604)

Employees by geography (%)



- Europe 38%
- North America 29%
- Asia 24%
- Latin America 7%
- Middle East and Africa 2%

Gender diversity (%)



- Men
- Women

### Embracing technology to improve processes

As explained above, employee surveys aren't just about the good things, they also reveal areas for improvement. And last year, our employees told us that we needed to do more to make it easier for them to do their jobs. Of our four behaviours, 'creating flow' scored the lowest in our survey at 68%.

Since then, we've been working hard to strengthen and improve some of the processes and systems that our people rely on. Our digital agenda is an important part of this work. Better data analytics can help us make faster, more informed decisions for our customers, while new digital processes release people from important but time-consuming administrative tasks so that they can concentrate on the more creative thinking we need to drive innovation.

We've also spent time this year looking at the capabilities we need to maintain our science-led approach. A cross-functional team worked together to identify five key scientific capabilities to drive progress across our portfolio, and developed a ten-year plan for each, to be carried out over three phases. We expect to see results from the first phase within the next two years.

Becoming a more digitally enabled company is essential for our future growth, but there are other ways that we can help make people's jobs easier, too. For example, our finance team has mapped its processes to identify gaps and pinch points in the way it works.

Meanwhile, our HR team is working to strengthen our performance management system to make it easier for employees to manage their careers and understand how their work supports Tate & Lyle's strategy. As part of that, we're modernising some of our people policies and looking at ways to tighten links between performance and reward. We're making sure that, across the business, people's objectives are aligned better, and that they are having more regular conversations about development with their managers.

### Rewarding and recognising our people

Fair, performance-based remuneration is fundamental to people's motivation. We ensure our remuneration packages are fair by benchmarking them regularly against the market. In this year's salary review, we remained attentive to inflation and the cost-of-living pressures that people still face in many of the countries where we operate. We also recognise that the success of the business is a collective effort, which is why we continue to



Our Global Shared Services Centre in Łódź, Poland, won the prestigious Friendly Workplace® Award by MarkaPracodawcy.pl. This is given to employers who demonstrate a modern approach in building a vibrant workplace culture, prioritising work-life balance and investing in professional development and personal growth.

give some form of performance-linked discretionary reward or recognition to employees with at least six months' service.

But we know that recognition is about far more than pay. This can take many forms, from localised recognition moments in team meetings, through to large events that recognise truly exceptional behaviour, like our 'Above & Beyond Heroes Awards' (see page 46). For example, our Executive Committee nominates at least one person or team each month for special recognition; and people are encouraged to highlight colleagues' achievements and contributions through our internal social media channels.

### Our employment policies

Our aim is to create a business which is inclusive to all regardless of age, disability, marital or civil partnership status, pregnancy or parental/care-giving responsibilities, race, ethnic or national origin, nationality, religion or belief (including lack of belief), social background, gender, gender reassignment or sexual orientation.

We review our policies frequently, with help from our employee resource groups, to ensure that any new policies and updates to existing ones are based on our inclusive foundations. This year, our review included looking at compassionate leave across the business, with the goal of going beyond individual managers' discretion and eventually creating a global standard.

## Our people continued

### Developing the skills we need for future success

Making sure our people have the right skills is an essential part of how we will grow our business. So we focus our training programmes on helping employees strengthen their existing skills and develop new ones in line with our strategic goals.

First, though, we need to understand where our strengths and gaps lie. So this year we carried out a global talent review, which was an opportunity to explore people's aspirations and consider their potential for different roles within the business in line with our development plans. This has helped us create a much clearer picture of our existing talent pool, and is also helping us move people into new roles to support their development.

This year, we launched Connect Catalyst – a new modular management training programme. Each module focuses on a key dimension of management, and the programme includes peer-to-peer coaching to put theory into practice. Data from this year's employee engagement survey suggests that the programme is already having an impact, with this year's more than 200 participants reporting a high level of satisfaction.

#### Our approach to development

Accelerated by the pandemic, our training has moved from largely face-to-face methods to mostly digital. Virtual training, alongside e-learning, gives people flexibility and options to develop skills and knowledge in their own way, at their own pace, but in line with their objectives.

LinkedIn Learning is a fundamental part of this mix, with more than 18,000 courses in 13 languages. We also use our Company-wide Workday® platform to offer more than 1,600 training courses. Nonetheless, peer-to-peer learning remains very valuable, and this year we launched a global mentoring programme through our employee resource group, LaunchPad, which focuses on career development.

### Building equity, diversity and inclusion into everything we do

We believe in the power and potential of diverse perspectives to unlock innovation and to accelerate the global growth of our business. This is why we're committed to all our employees being seen, heard and valued, and our teams reflecting the local communities we serve. We're also committed to supporting

similar principles throughout our supply chain. As a global business founded on expertise and creativity, we celebrate how our unique differences generate better ideas and deeper insights, empowering us to lead the next food revolution for and with our customers.

We therefore aim to embrace equity, diversity and inclusion in everything we do – in our policies and systems, in developing new ways of working, in educating our people, and in hiring new people. To help us track our progress, we set a series of targets in 2022 (see page 48).

#### What equity, diversity and inclusion means to us

Following hundreds of conversations with our people around the world, we established the following definitions that resonate with our people:

- **Equity:** grounded in the principles of fairness; establishing policies and practices; creating access to opportunities; removing barriers; and ensuring everyone has the opportunity to achieve their potential
- **Diversity:** the mosaic of people who bring a variety of backgrounds, lived experiences, perspectives and values as assets to the groups and organisations with which they interact
- **Inclusion:** a dynamic state of operating that enables everyone to feel safe, respected and valued for who they are and for their contributions towards organisational and societal goals.

The simple way we think about these three words together is that equity is our impact; diversity is a fact; and inclusion is the act. We focus our approach on four pillars:

- **Systems:** integrate equity, diversity and inclusion into core organisational policies and practices to promote equitable advancement, retention and reward
- **Talent:** ensure the diversity of our workforce reflects the local communities we serve
- **Culture:** educate all to achieve the competence and confidence needed to create and sustain an inclusive culture
- **Society:** listen to, speak to and serve society by promoting equity, diversity and inclusion with our customers, our communities and our supply chain.

#### Progress against our targets

In 2023, we met our target that employee resource group (ERG) leaders spend 10% of their paid time on ERG work, and this continued in 2024. We are also making progress on our 2024 target to sponsor 30 high-potential employees from under-represented groups for advancement, although we still have



Nominees from our site in Lübeck, Germany

### Celebrating our 'heroes'

Our Group-wide recognition programme is another good measure of employee sentiment. Launched in January 2023, the 'Above & Beyond Heroes Awards' gave people the chance to nominate colleagues who had made a big difference to the way people work, overcome significant challenges or achieved remarkable things.

Nominations were even higher this year, at more than 750, and came from all parts of the business. Nominees were initially judged by their peers before a global panel chose the final winners in May 2024. As well as a cash award for each winner and a presentation at their local site, in line with our purpose, we donated US\$1,000 to a charity of each winner's choice. We will run the programme again in the coming year.

## Our people continued

more to do here. We have also set a new target to increase minority ethnic representation amongst our senior leadership population to 24% over the next four years, in line with the new 2027 reporting target set by the UK's Parker Review. Setting a meaningful target is important to ensure we meet our ambitions, and ethnic minority representation is an area where we want to do more, particularly in the US. Our first task has been to assess current representation across our entire global leadership team, as well as how that representation relates to the local communities who live near our sites. We will meet this target through inclusive hiring practices that also serve our business in the best possible way.

We need to keep building momentum, so this year we hired a new Head of Talent and Culture to help us make sure that inclusion is a feature of all aspects of the employee experience. At Executive Committee level, every member has their own equity, diversity and inclusion action plan, with measurable targets relevant to their own area of the business. And we continued to invest in inclusion training this year, with more than 1,000 employees taking part.

### Our growing network of employee resource groups

Together, our ERGs are an important part of our work to ensure everyone feels included and valued. These strategic, self-organised groups connect underrepresented groups across Tate & Lyle and cultivate a sense of belonging. They're also playing an increasingly important role in driving change across the organisation, for example helping our HR team develop policies and processes that will support our growth in an inclusive way. Local regions can also set up ERG chapters or sub-groups. For example, employees in Asia are setting up their own sub-group of the IGNITE women's network.

#### Our employee resource groups

We have seven global ERGs, with local regions able to set up chapters or sub-groups:

- IGNITE, the network for Tate & Lyle women and their allies
- Proud Place, the LGBTQ+ Network
- Black Employee Network
- Happy Healthy Minds, supporting mental health and wellbeing
- LaunchPad supporting career development
- Veteran Employees Together
- Asian Pacific Professional Network

Throughout the year, our ERGs held events both to educate and celebrate equity, diversity and inclusion across Tate & Lyle. These included holding open, honest conversations around International Women's Day, Juneteenth, Transgender Day of Visibility, Black History Month, and many more. We also grew our community of 'allies', people who use their influence to support those who experience unequal treatment.

ERGs also help colleagues find support, education and development. For example, our ERG LaunchPad, has created a safe, creative and inclusive environment for colleagues who want to grow their career by sharing knowledge and experience, creating connections, nurturing curiosity, and giving insights on career paths. Examples of LaunchPad's work this year include peer-group learning, a workshop series exploring a lateral approach to career development, and the continuation of the Company-wide mentoring programme launched in 2023.

### Continuing to support people's wellbeing

Our ERG network also plays an invaluable role in helping us care for our people's physical and mental health. This year, for example, our wellbeing ERG, Happy Healthy Minds, helped us think about mental health more holistically, working in partnership with our HR teams and other ERGs to incorporate the topic into broader discussions. In October 2023, for instance, Happy Healthy Minds ran a joint event with IGNITE to discuss the difficult experience of losing a baby.

Health and wellbeing are central to our purpose, and we track how we're doing via our purpose target, which we measure through our annual employee survey. This year, 73% of our employees told us that we actively supported their wellbeing, compared to 75% last year. Wellbeing is also a core element of our Journey to Environment, Health, Safety, Quality and Security Excellence (J2E) programme. Through J2E, teams at each of our sites track what's being done to care for the wellbeing of our employees through initiatives such as training events, healthy eating information, running groups and education sessions.

Our Mental Health First Aiders are another source of support for our employees and this year our network grew again, with our first volunteers in our Middle East and Africa region. We also worked closely with our employee assistance programme provider to organise discussions on broader mental health-related challenges. For example, in the US its popular Wellbeing Wednesdays sessions covered a range of topics, such as financial wellbeing and emotional strength.



## Progress on gender diversity

At 31 March 2024

50%

women on our Board

56%

women on our Executive Committee

45%

women in leadership and management roles (target: 50% by 2025)

36%

of 135 employees

women in senior management, including statutory directors

### UK gender pay gap reporting

Although we are below the legislative threshold for UK gender pay reporting, we publish details of our UK gender pay gap on our website. Our UK employee population is about 6% of our global employee population. Using the UK government's methodology, the UK gender pay gap at 1 April 2024 was 1.0% in favour of women.

#### UK median gender pay gap

1.0%

in favour of women

Our people continued



**Our targets for equity, diversity and inclusion**

We have a set of clear goals and targets spanning our four equity, diversity and inclusion pillars – systems, talent, culture and society. These enable us to measure our progress and integrate equity, diversity and inclusion further into our business. The baseline for each target is 1 April 2022.

We measure progress annually on 31 March each year.

**Systems**

**Integrate equity, diversity and inclusion into core organisational structures, policies and practices, to promote equitable advancement, retention and reward.**

2024

30 high-potential employees from under-represented groups will be sponsored for advancement<sup>1</sup>

2026

In each region, we will achieve parity between minority and majority groups in attrition rates, and in employee engagement scores on equity, diversity and inclusion

**Culture**

**Educate all to achieve the equity, diversity and inclusion competence needed to create and sustain an inclusive culture.**

2023

10% of Employee Resource Group leaders' paid time will be spent on ERG work. We met this target on 31 March 2023, and again on 31 March 2024

2026

Individual employees, managers and leadership will spend 10, 15 and 20 hours respectively on equity, diversity and inclusion training

**Talent**

**Ensure the diversity of our workforce reflects the local communities we serve.**

2025

We'll achieve gender parity in leadership and management roles

2030

Teams at all levels will be representative of their local communities

**Society**

**Listen to, speak to and serve society by delivering progress on equity, diversity and inclusion for and with our customers, communities and suppliers.**

2030

Employees will have spent 30,000 hours volunteering for projects aligned with our purpose and our priority UN SDGs, with an ambition to reach 10,000 hours by 2025<sup>1</sup>

2030

We will expand our spend with diverse suppliers globally, with interim goals achieved for supplier diversity in North America by 2027

<sup>1</sup> Adjusted to take into account the change in our employee footprint following the sale of Primient in 2022.

Our people continued

### Doing business the right way

Our values of safety, integrity and respect are the cornerstone of our business. We expect everyone who works for and with Tate & Lyle to act in line with these values, and they're a key part of the due diligence we do when we consider any new acquisition.

#### Code of Ethics

We set out what 'doing business with integrity' means in our Code of Ethics. We expect everyone to live by the Code, starting with our Board and Executive Committee. This year, we refreshed the Code to ensure that our expectations remain clear as we grow our business. We were pleased to see that many of our employees continued to show a high level of understanding of the core topics set out in our Code. We remain particularly focused on training people at our newly acquired sites, and are starting to see a significant shift in people's mindset. For instance, we have seen proactive engagement from colleagues at our most recent acquisition, Quantum Hi-Tech in China, with new suppliers requiring further due diligence being brought to the Ethics & Compliance team's attention by local Procurement colleagues prior to onboarding.



#### Raising concerns

We strongly encourage people to report breaches through our Speak Up whistleblowing programme, which we advertise in all our plants and offices, on our intranet and through other internal communications. This reflects our belief that prevention is the best approach – if people understand what's expected of them and why, they're more likely to do the right thing.

### Our Code of Ethics

Our Code of Ethics helps everyone make the right choices in their day-to-day work. It's essential that we all know about it and understand it, which is where training comes in. That includes e-learning for everyone and face-to-face training, either in person or online, for areas of particular risk.

11  
languages

98%  
employees trained in the Code

98%  
employees (who need it) trained in anti-modern slavery/human trafficking

99%  
employees (who need it) trained in anti-corruption

98%  
employees (who need it) trained in data protection

99%  
employees (who need it) trained in competition law

This year, 55 concerns were reported to Speak Up or through other whistleblowing channels. We investigate every concern raised, but sometimes have multiple calls about the same issue, or reports where not enough detail is given to enable a fair investigation. As a result, the number of concerns we investigated this year was 40. While higher than the 38 concerns raised in 2023 (which for similar reasons led to 35 investigations), we see this as a positive sign that our people understand our expectations and have confidence that we will address their concerns. We treat any concern raised as whistleblowing, which means it is reviewed by our Head of Ethics and Compliance.

Encouragingly, we saw a particular rise in reports from our Asia, Middle East and Africa regions, thanks, in part, to increased engagement among our leaders in these markets, as well as our focus on training at our newest sites. The quality of reports is also rising, with higher substantiation rates and a broader mix of issues, all of which suggests our teams better understand the risks they face in their part of the business.

**We strongly encourage people to raise concerns through our confidential whistleblowing line, Speak Up, managed by an independent company.**

Lauren Higgins, Head of Ethics and Compliance

#### Policies

Alongside the Code, we publish our supporting policies on our intranet. These include:

- Competition (Anti-trust)
- Data Protection
- Gifts and Hospitality
- Anti-Corruption/Bribery
- Engagement of Third Parties
- Trade Compliance
- Anti-Facilitation of Tax Evasion
- Whistleblowing.