

Health and safety

Keeping people safe and well at our sites is our primary concern, whether they work for us or with us.

Our ingredients come largely from agricultural crops, principally corn and stevia. We produce them at manufacturing and blending facilities around the world. Wherever we are in the process, from field to customer, our priorities are the health and safety of the people who work for and with Tate & Lyle and consideration for the environment – which we summarise as EHS. Our work is supported by our Journey to Environmental, Health, Safety, Quality and Security Excellence (J2E) programme, a consistent approach that helps ensure everyone is working to the same high standards.

To safeguard ourselves and everyone around us at our sites, we expect employees, contractors and third parties to take responsibility by:

- Complying with all safety rules and regulations relevant to their work
- Intervening to prevent unsafe conditions through our 'Stop Work Authority', which gives anyone the right to halt a procedure if they believe it's unsafe
- Respecting fellow workers and the communities where we work.

J2E aims to...

- Build a strong, sustainable EHS culture
- Keep people safe and prevent loss of life and injuries
- Prevent business disruption
- Provide clarity about the behaviour we expect from those who work for us and with us
- Manage our operational EHS risks while ensuring compliance with applicable regulation
- Minimise our environmental footprint



Our safety performance in 2023 was the best since we started our J2E journey six years ago.

Jan-Jaap van der Bij, Senior Vice President, Environment, Health, Safety, Quality and Security

Our approach means more than just following the rules. It's about having a mindset that keeps us aware of, and allows us to eliminate or control, the risks we face every day. Key to that is openness – the desire by everyone to challenge each other, without judgement, to understand why accidents happen. It's at the heart of every good safety programme.

Any site-based work comes with built-in risks, and so it's up to us to work together to identify these risks, manage and own them. It's a shared responsibility and a collective effort by everyone, whatever their role. That collective effort has paid dividends this year, with better performance across all our key metrics for health and safety. We've also seen many of our sites passing through more 'tollgates' under our J2E programme.



EHS governance, systems and reporting

Governance

Our EHS Advisory Board oversees J2E and reviews performance. It meets quarterly and is made up of senior executives, including the Chief Executive. The Board of Directors receives updates on EHS performance at every meeting, and a more detailed review of progress once a year. We explain our sustainability governance framework in the Environment section on page 54.

Systems

J2E is supported by a global management system, aligned with the requirements of international standards for the environment, occupational health and safety, and risk management (ISO 14001, ISO 45001 and ISO 22000). This feeds into our global Environment, Health, Safety, Quality and Security policy (available on www.tateandlyle.com). It sets out a number of principles designed to keep our people safe, along with a consistent set of requirements and expected results.

We encourage all employees to share their ideas and report concerns via our cloud-based tool, Benchmark, which enables us to manage EHS data efficiently and consistently. Every week, the EHS team shares with a wide group of employees the latest EHS performance data, details of any incidents and corrective actions taken, and examples of good practice.

Public reporting

We explain the scope, principles and methodologies we use to report our EHS performance in 'EHS Reporting Criteria' at www.tateandlyle.com/purpose. We report EHS data by calendar year.

Health and safety continued

Our 2023¹ safety performance

This year has seen the biggest year-on-year decrease in injuries among our employees and contractors since we began our J2E programme six years ago. There was a 38% decrease in our lost-time rate, and a 41% reduction in our recordable incident rate, with no life-altering injuries or fatalities. The strong progress we have made this year is thanks to the excellent work of our people and is a testament to their commitment to keeping each other safe.

Our site in Ossona, Italy, represents one of this year's standout achievements, reaching 16 years without an injury. Meanwhile, our stevia plant in Anji, China, reached two calendar years without a recordable incident, which is particularly positive given that it's one of our most recent acquisitions. The site's growing track record is a clear demonstration of the way the team has embraced our J2E programme.

Despite this improvement in performance, we still saw nine potentially severe events (PSEs) at different sites around the world – one more than in 2022. PSEs are events or incidents that could have resulted in a major or severe incident and are a key leading indicator, helping us focus on areas of potential risk.

Our analysis of the root causes of these PSEs did not reveal a common thread, but the purpose of J2E is to develop an environment where everyone who works for and with Tate & Lyle constantly looks for ways to identify, assess and control all our EHS risks. So analysing PSEs is a key part of our J2E programme. This is done by our Incident Review Board (IRB) which is led by the Senior Vice President, Global Environment, Health, Safety, Quality and Security, and is attended by senior leadership from Global Operations, as well as plant and site managers. The corporate EHS team tracks any actions decided by the IRB until they're complete.

¹ We report safety performance by calendar year. For EHS reporting purposes, employees include all those at Tate & Lyle-owned operations and joint ventures, and we also include contractors.

Performance in 2023

We report safety statistics by calendar year.

Leading indicator – PSEs

9
(2022: 8)

Number of incidents

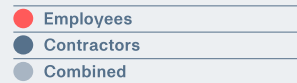
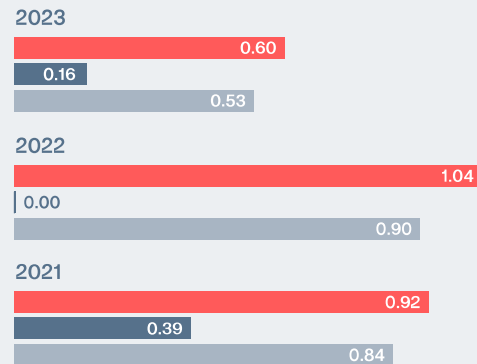
21
(2022: 35)

Number of lost-work and restricted-work cases

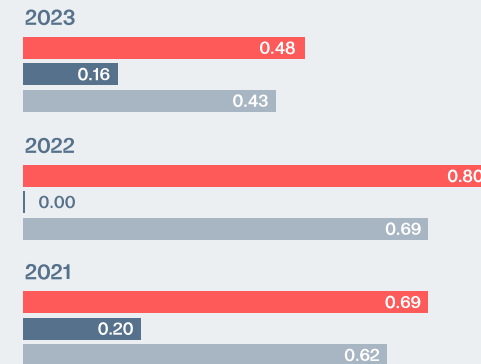
17
(2022: 27)

Potentially severe events (PSEs) are events or incidents that could have resulted in a major or severe incident.

Recordable incident rate¹

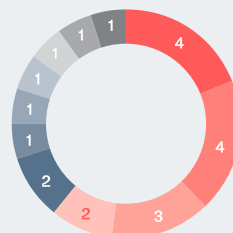


Lost-time rate²



¹ Number of injuries requiring treatment beyond first aid per 200,000 hours.
² Number of injuries that resulted in lost-work days or restricted work per 200,000 hours.

Number and nature of accidents causing injury (21 in total)



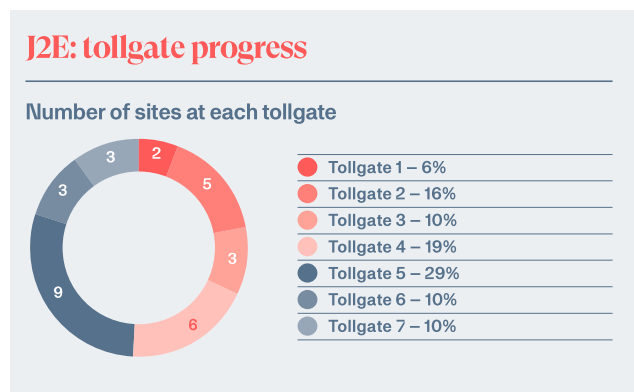
- Fall, same level 19%
- Fall, different level 19%
- Caught in, under, on or between 14%
- Lowering, lifting or carrying 9%
- Contact with extreme temperature 9%
- Struck by or against 5%
- Body position or posture – bend, lean or twist 5%
- Forceful exertion, pushing or pulling 5%

- Contact with sharp object 5%
- Slip, trip or fall 5%
- Motor vehicle accident 5%
- Total 100%**

Health and safety continued

Building momentum on our Journey to Excellence

Our J2E programme helps us promote the safety of our people, neighbours and the environment around our plants. It is vital in helping us continue to live our purpose as we pursue our growth ambitions, and it shows our customers that, whichever plant they come from, our products are the result of our people sticking to common processes that promote safety, quality and sustainability.



Every site with more than five people – whether it’s a plant, lab or an office – is involved, passing through seven stages or ‘tollgates’, with help from colleagues who champion a specific aspect of EHS culture. Sites can only pass through a tollgate after a rigorous assessment carried out by internal EHS experts. Sites with five people or fewer – generally small sales offices – are still included in all our J2E communications, and must adhere to our policies.

Six years after we first established our J2E programme, built on a foundation of compliance, risk management and culture, we’ve made excellent progress, with 60% of our plants and 38% of offices and labs having passed or gone beyond tollgate 5 by the end of March 2024. This is an important milestone because tollgate 5 is the point at which sites typically switch from a leader-led to an employee-led approach. It’s a real cultural shift that sees teams starting to draw on everything they’ve learnt from J2E to take a more proactive role in problem solving and driving performance. We know from feedback that local teams who reach tollgate 5 feel particularly energised and proud of their achievements – which itself supports better performance.

The journey on from tollgate 5 is about maintaining performance and pursuing excellence, and we’re delighted that this year our sites in Ossona, Italy, and Mold, UK, joined McIntosh, US, in passing the final milestone, tollgate 7. Another four sites are very close to reaching it. Once sites have achieved tollgate 7, we continue to monitor them to help them maintain that status.

What is particularly exciting is how quickly teams at our newer sites have adopted the J2E programme. Our stevia plant in Anji, China, which we acquired in 2020, passed tollgate 3 in early 2024. And, while Quantum Hi-Tech, also in China, has only just started on J2E, we’re already seeing a new safety mindset around the plant. For example, site leaders now visit the shop floor every week and QR codes are placed around the site to help employees raise concerns at any time.

While we want every site to reach tollgate 7, it will take some a little longer than others, since each site has its own unique challenges. We also still have gaps to fill in some of our processes and to raise awareness at some sites, but the progress we have made so far demonstrates the difference our J2E programme is making.

Encouraging our people to raise concerns

As part of the culture we’ve created through J2E, we encourage our people to report any EHS concerns, however large or small, using our cloud-based Benchmark tool. Once again, we saw another increase in the number of concerns flagged, rising from 4,155 in 2022 to 5,296 in 2023, demonstrating that our people are willing to speak up when they see a potential issue. We are particularly pleased that 37% of this year’s concerns came from our three newest sites in Anji and Jiangmen in China, and Dan Khun Thot in Thailand, which gives us further reassurance that our newest colleagues are embracing the J2E culture. Importantly, we closed 89% of the concerns raised within 30 days.

Deepening our team’s leadership skills

To keep up the momentum on J2E, in 2022 we launched a new professional development programme for employees to help people working in EHS roles enhance their leadership skills. Developed with an external coaching partner who specialises in EHS leadership, the five-step programme provides training in areas such as active listening, sharing information and proactively seeking opinions from others to address the specific challenges that each site faces. For a site to reach tollgate 7, we would expect their EHS leader to have reached stage 4 (‘experienced’) of the training, while people in global roles need to complete all five stages, reaching ‘expert’ level.

Aside from our EHS leaders, we’ve also introduced wider training, this year launching cross-functional, operational ‘learning’ teams to help people better understand the complexity and cross-functional dynamics that are inherent in any project, process, or problem. The aim is to break an issue down into its component parts before discussing possible solutions.

Looking ahead

We’re proud of our team’s progress this year and the momentum they’re building to achieve excellence, but key to achieving excellence is never to relax vigilance. So, alongside focusing on each site’s progress towards the next tollgate, we’re also introducing new cross-functional ‘high-risk explorations’ to assess the biggest risks our plants face. And because risk is often easier to spot from the outside, we’re asking teams to review their peers’ sites, rather than assessing their own. What we learn from this exercise will help us continue to strengthen how we identify and manage risks, and ultimately support us in our goal of keeping people safe and well everywhere, every day.