

**TATE & LYLE**

DECEMBER 2020



**IMPROVING LIVES FOR GENERATIONS**  
Introducing our purpose



# WELCOME TO OUR PURPOSE

Our purpose of **Improving Lives for Generations** is why we do what we do. It inspires us and makes us strive to do our best.

Whether it's by supporting healthy living, building thriving communities or caring for our planet, we seek to live our purpose every day.

This booklet explains our purpose and what it means to us; it gives examples of how we live our purpose and sets out our commitments and targets for the next 10 years. In 2021, we will report on our first year of progress against these targets.

## CONTENTS

3 TATE & LYLE AT A GLANCE

4 INTRODUCTION FROM OUR CHIEF EXECUTIVE

7 OUR COMMITMENTS AND TARGETS

8  **SUPPORTING HEALTHY LIVING** 

13  **BUILDING THRIVING COMMUNITIES** 

18  **CARING FOR OUR PLANET** 

26 DOING BUSINESS WITH INTEGRITY

29 OUR PARTNERS

30 APPENDIX: DATA



# TATE & LYLE AT A GLANCE

Ingredients and solutions for customers all over the world

Open any fridge or kitchen cupboard, in any household in practically any part of the world, and you're likely to find products containing our ingredients.



Our food and beverage ingredients are primarily used in beverages, dairy, soups, sauces and dressings, and bakery.

## 120

We serve customers in more than 120 countries

## 4,200

We employ around 4,200 employees worldwide



## £2.9bn

Revenue  
Year ended 31 March 2020



## 1.5m

We process around 1.5m acres of corn each year



We use science and technology to develop solutions which add taste, texture, nutrition and functionality to food and drink.



## 30

We have plants, labs and offices in more than 30 countries

# LIVING OUR PURPOSE

## Introduction from our Chief Executive



Every action we take,  
every decision we make,  
is guided by our purpose.

**Our purpose of Improving Lives for Generations has been the foundation of our company for more than 160 years. Our founders may not have expressed it using the same words but, just as we are doing today, they worked to improve people's lives in everything they did. That is why, when we articulated our purpose in 2016, it resonated so strongly with our people – we were simply giving words to something everyone at Tate & Lyle already believed.**

### Where we started

We began thinking about purpose a few years ago and started with a simple question – how can we be a successful business and have a positive impact on the world?

To help answer this question, a group of internal advocates started some experiments across the company. Our innovation team began to work on a lower calorie syrup. Our team in Shanghai started a health education programme in local schools to combat obesity.

Our nutrition teams around the world gave out tubs of our soluble fibre to colleagues to help boost the fibre in their diets. These experiments started to have a real impact on our people and the idea of Improving Lives for Generations began to take hold. Why? Because our purpose is so closely connected to our colleagues' own personal values. By creating a connection between the work our people do every day, and what matters to them as individuals, we make the purpose of Tate & Lyle relevant and genuine, and bring it to life.

**Nick Hampton**  
Chief Executive





## LIVING OUR PURPOSE

### Introduction from our Chief Executive

#### Making purpose part of everything we do

The next step was to create a simple framework so people inside and outside Tate & Lyle could see how we live our purpose in everything we do. This framework has three pillars. First, we **support healthy living** by using our ingredients and expertise to help people make healthier and tastier choices when they eat and drink, and lead more balanced lifestyles. Second, we help **build thriving communities** where we operate and support people to achieve their potential. And third, we **care for our planet** and help protect its natural resources for the benefit of future generations.

This framework and our commitment to our purpose are now integral to the way we run our business and how we make decisions. For example, we screen potential acquisitions for the impact they have on the world and consider capital projects for their impact on the environment as well as their financial return.

#### Setting targets for ourselves

A strong purpose drives ambition and we recognised that, to fulfil that ambition both as individuals and as a company, we had to measure our progress. We also recognised that we would need to make some strategic investment choices now that will deliver long after we have handed over to the next generation. So, in 2019, we stepped up our thinking on how to create a more purposeful business for the next decade and beyond. With input from across the company, we analysed how we could deliver measurable progress against the three pillars of our purpose.

Out of this work, in May 2020, we announced a set of ambitious targets for the next 10 years. The areas we focused on are not new – we have long supported health education, helped feed people in need in our local communities and managed our environmental impact – but we wanted to do much more.



Our purpose framework



## LIVING OUR PURPOSE

### Introduction from our Chief Executive

#### Supporting the UN SDGs

In defining these targets, we also considered which of the United Nations Sustainable Development Goals (SDGs) are most closely aligned to our purpose, and where we can have most impact. We determined that we would focus on five of the SDGs, which are set out on page 7. We are proud to be a participating member of the UN Global Compact, a major global sustainability initiative, and we remain committed to its principles.

#### Adapting to a changing world

Given the many social, health and environmental challenges the world is facing today, I believe it has never been more important for businesses to be clear about not just what they do, but why they do it. The Covid-19 pandemic has given an immediacy to this, and I've been both humbled and made very proud by how all my colleagues have responded to the crisis, with purpose at its core, and worked so hard to look after each other, their families and their local communities.

Purpose has also made us much more open with each other and better able to tackle challenging issues like inclusion and diversity. Tragic events, including the death of George Floyd in the US, have led me and my Board colleagues to make tackling racial diversity a key priority.

I've been deeply moved and inspired by the conversations happening across Tate & Lyle on inclusion and diversity, and proud that people feel they can share their experiences so safely and honestly. While we have a long way to go, our purpose will guide us as we look to build a more diverse and inclusive culture.

#### Purposeful future

Now, more than ever, purpose is critical to help companies navigate through uncertain times. Truly integrating purpose into strategic decisions and daily actions is a key part of driving a business forward, as well as attracting and motivating employees.

Our purpose of Improving Lives for Generations has guided Tate & Lyle for over 160 years. It is as strong in our business today as it has ever been, and I am confident that we will continue to build a purposeful business and improve lives for many generations to come.



**Nick Hampton** Chief Executive



It has never been more important for businesses to be clear not just about what they do, but why they do it.





LIVING OUR PURPOSE  
Our commitments and targets



Improving nutrition

By 2025, through our low-/no-calorie sweeteners and fibres, we'll have helped remove 9 million tonnes of sugar from people's diets, equivalent to 36 trillion calories.

Encouraging balanced lifestyles

By 2025, we'll have helped improve the lives of over 250,000 people by supporting programmes that promote healthier lifestyles and activities.

Promoting personal wellbeing

By 2025, we'll have helped our colleagues improve how they look after their physical and mental wellbeing so they can be their best at work and in their daily lives.



Preventing hunger

By 2025, we'll have provided over 3 million nutritious meals for people in need.

Supporting education

By 2025, we'll have supported the education of over 100,000 children and students through learning programmes and grants, helping them attain skills for life.

Promoting inclusion and diversity

By 2025, we'll achieve gender parity in our leadership roles.



Cleaner air

By 2030, we'll have delivered a 30% absolute reduction in our Scope 1 and 2 greenhouse gas emissions, with an ambition to reach a 20% reduction by 2025.

By 2030, we'll have delivered a 15% absolute reduction in our Scope 3 greenhouse gas emissions.

By 2025, we'll have eliminated coal from all our operations.

Using waste beneficially

By 2030, 100% of our waste will be beneficially used, with an ambition to reach 75% by 2025.

Using less water

By 2030, we'll have reduced water use by 15%.

Supporting sustainable agriculture

We'll maintain sustainable acreage equivalent to the volume of corn we buy globally each year, currently 1.5 million acres, and through partnerships we'll accelerate the adoption of conservation practices.



Approved by the Science Based Targets initiative

Our Scope 1, 2 and 3 greenhouse gas emissions reduction targets have been approved as science-based by the Science Based Targets initiative, meaning they are in line with the goals of the Paris Agreement on Climate Change.



Aligning with the UN Sustainable Development Goals (UN SDGs)

We determined that five of the goals are most closely aligned to our purpose and are where we can have most impact.

- SDG 2 – Zero hunger
- SDG 3 – Good health and wellbeing
- SDG 5 – Gender equality
- SDG 12 – Responsible consumption and production
- SDG 13 – Climate action

To demonstrate our support for the UN SDGs, we are a participating member of the UN Global Compact, a major global sustainability initiative.

Baseline

The baseline for our caring for our planet targets is the year ended 31 December 2019, and for supporting healthy living and building thriving communities, it is 31 March 2020.





## SUPPORTING HEALTHY LIVING

We help people make healthier and tastier choices when they eat and drink, and lead more balanced lifestyles.





## SUPPORTING HEALTHY LIVING

Supporting healthy living is at the heart of what we do and where our purpose has the biggest impact on the world. Our goal of helping our customers make healthy food tastier and tasty food healthier drives the development of new ingredients and solutions which in turn helps us grow our business.

### Changing diets and lifestyles

No matter where you look, societies and governments are facing significant food- and health-related challenges, which are being exacerbated by the Covid-19 pandemic. In today's more urbanised world, people are leading less active lives. They're generally eating too much and moving too little, and these progressively unbalanced lifestyles are affecting their health. The incidence of obesity and diabetes, and concerns about digestive health, are increasing rapidly. And yet, while obesity is now responsible for more deaths than hunger, one in nine people in the world struggle to find enough nutritious food to eat every day.

### The global challenge

**39%** of adults are overweight<sup>1</sup>  
**463m** diabetics worldwide<sup>2</sup>

<sup>1</sup> World Health Organization, aged 18 years and over (2016)

<sup>2</sup> International Diabetes Federation, 2019 (age 20-79 years)

### Providing solutions

We offer solutions to these problems. Our expertise in sweetening, texture and fibre fortification provides consumers with healthier and tastier choices when they eat and drink. We help create products with fewer calories, less sugar and fat, and with added fibre. We make nutritive sweeteners as well as stabiliser systems that allow food to travel over long distances. Our goal is not just to feed people, but to feed them well.

We also work to help people understand the role that diet, physical exercise and mental wellbeing can have on their health. We invest in research, including clinical studies, on the nutritional benefits of our ingredients, and support many different health educational programmes across the world. The health of our own people is extremely important to us and so one of our targets for 2025 focuses on improving their personal wellbeing.

## OUR COMMITMENTS AND TARGETS

### IMPROVING NUTRITION

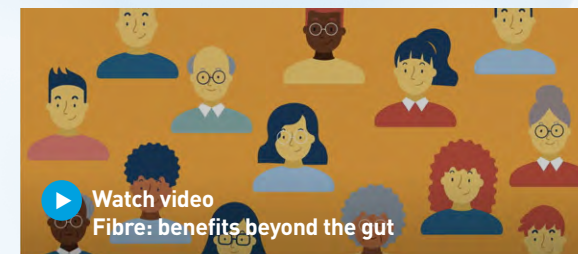
By **2025**, through our low-/no-calorie sweeteners and fibres, we'll have helped remove 9 million tonnes of sugar from people's diets, equivalent to 36 trillion calories.

### ENCOURAGING BALANCED LIFESTYLES

By **2025**, we'll have helped improve the lives of over 250,000 people by supporting programmes that promote healthier lifestyles and activities.

### PROMOTING PERSONAL WELLBEING

By **2025**, we'll have helped our colleagues improve how they look after their physical and mental wellbeing so they can be their best at work and in their daily lives.





# IMPROVING NUTRITION

by making food and drink healthier

Our purpose | Supporting healthy living

## OUR LOW-/NO-CALORIE SWEETENERS AND FIBRES HELPED REMOVE **1.7 MILLION TONNES OF SUGAR** FROM PEOPLE'S DIETS EQUIVALENT TO **6.8 TRILLION CALORIES**

In the year ended 31 March 2020



It gives me real satisfaction coming to the lab every day knowing that the projects I am working on, like our sugar reduction initiatives, will help address world problems like diabetes and obesity.

**Neeraj Kamath** Beverage Application Scientist, Singapore

### Innovation inspired by our purpose

Every day, all over the world, millions of people enjoy products containing Tate & Lyle's ingredients. And so it's through our ingredients – and sharing our research and knowledge – that we can have the biggest impact on nutrition and health. We invest heavily in innovation, and our teams of food and nutrition scientists are continuously researching and testing ingredients and applications to meet current and future health needs.

We both carry out and support pre-clinical and clinical research to prove the efficacy of our sweetener, texture and fibre ingredients, and to help us develop new solutions. We also promote nutrition education in partnership with our customers, health professionals, academic researchers and opinion leaders. For example, in 2020, over 6,000 healthcare professionals, customers and consumers enrolled in our free online course on dietary fibre launched with Nestlé in Latin America.



Reduce sugar and calories



Improve texture



Add fibre



Reduce fat



# ENCOURAGING BALANCED LIFESTYLES

through health education programmes

Our purpose | Supporting healthy living

## Healthy Eating, Happy Learning

In 2017, in partnership with the Nutrition Society Shanghai (NSS), we started a multi-year health education programme, 'Healthy Eating, Happy Learning', in two schools in Shanghai. Around 1,000 students aged 6-9 received healthier lunches and increased physical activity and, with their parents and teachers, learned about the importance of nutrition and living a balanced lifestyle. And, they all came to our food kitchen in Shanghai to learn how to make nutritious and delicious meals. The NSS monitored the children's health each month and, after 18 months, childhood obesity in one of the schools was down 35%. We are now exploring how we can expand this programme in China.



Our schools programme fulfils my personal wish to do something good for society and helps my work, since I've learnt how parents choose food for their children.

**Philip Lin** Dairy Category Marketing  
Director, Asia Pacific, Food & Beverage  
Solutions



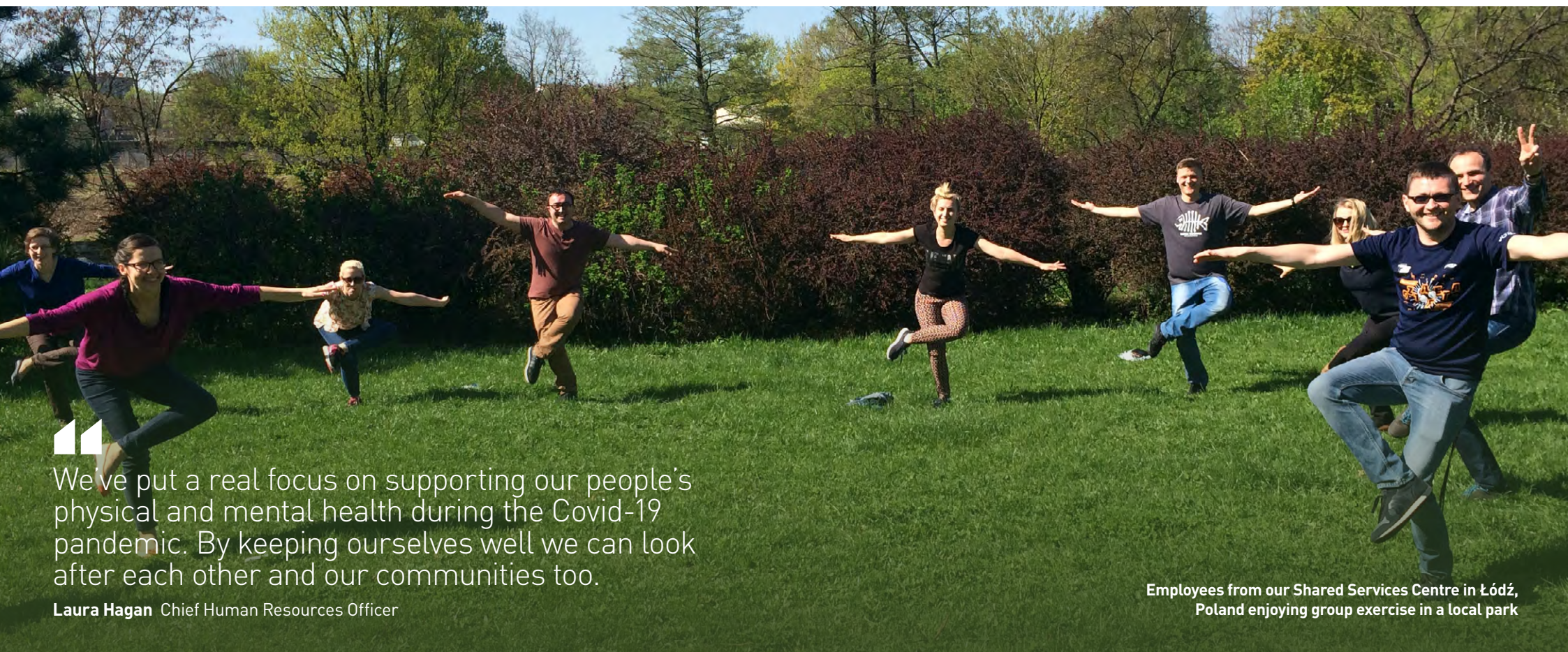
# PROMOTING PERSONAL WELLBEING

through programmes to help our people feel their best

Our purpose | [Supporting healthy living](#)

**75% OF EMPLOYEES** FEEL THAT  
TATE & LYLE ACTIVELY SUPPORTS  
THEIR HEALTH AND WELLBEING

Employee Pulse Survey, September 2020



“We’ve put a real focus on supporting our people’s physical and mental health during the Covid-19 pandemic. By keeping ourselves well we can look after each other and our communities too.”

**Laura Hagan** Chief Human Resources Officer

Employees from our Shared Services Centre in Łódź,  
Poland enjoying group exercise in a local park





# BUILDING THRIVING COMMUNITIES

We help build thriving communities where we operate and support people to achieve their potential.





## BUILDING THRIVING COMMUNITIES

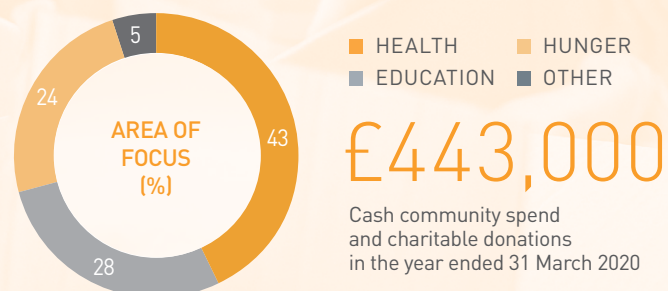
For many organisations, the word ‘community’ is used to mean those outside the organisation, and their activities are about supporting people in their local communities. For us, it certainly includes those things – but it also means much more.

### What community means to us

At Tate & Lyle, we think about community in its broadest sense. Each of us is part of the Tate & Lyle employee community and the communities of other stakeholders we work with such as our customers, suppliers and partner organisations. We’re also part of the local communities where we live and work. Some of our sites are located in large cities, while others are in much smaller communities. But, wherever they are, we’re united in a shared belief that we want to be a responsible, valued member of our community and make an active contribution. Community involvement has been part of our company for over 160 years and is fundamental to our purpose and who we are.

### Helping people achieve their potential

We want everyone in our communities to have the opportunity to achieve their potential. Whether through educational support, or mentoring students entering the workplace, or simply ensuring that children have a nutritious meal to eat at school each day, we are committed to breaking down the barriers that stop people from reaching their potential. And we believe people are at their best when they feel they can be themselves, which is why promoting inclusion and diversity both within our company and in our local communities is very important to us. We have more to do but we are committed to building more tolerant and inclusive communities where we work and live.



### OUR COMMITMENTS AND TARGETS

#### PREVENTING HUNGER

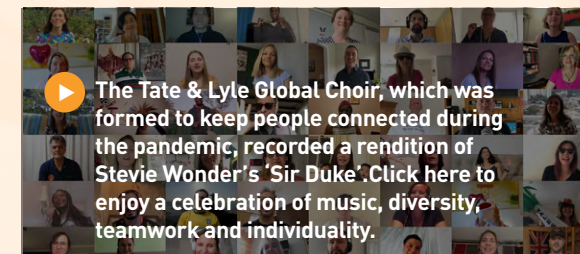
By **2025**, we’ll have provided over 3 million nutritious meals for people in need.

#### SUPPORTING EDUCATION

By **2025**, we’ll have supported the education of over 100,000 children and students through learning programmes and grants, helping them attain skills for life.

#### PROMOTING INCLUSION AND DIVERSITY

By **2025**, we’ll achieve gender parity in our leadership roles.





# PREVENTING HUNGER

by providing nutritious meals for people all over the world

Our purpose | Building thriving communities

We work with more than 25 food banks around the world helping people in need in our local communities.

OVER 1 MILLION MEALS DONATED  
IN THE LAST TWO YEARS INCLUDING  
500,000 DURING THE PANDEMIC



Buenos Aires, Argentina



Hoffman Estates and Sycamore, Illinois, US



London, UK



Dayton, Ohio, US



Singapore



Noto, Italy



Brisbane, Australia



Koog, the Netherlands



Your support is making a real difference  
and we're grateful for your generosity  
in this time of uncertainty.

**Kate Merrifield** The Trussell Trust, UK



# SUPPORTING EDUCATION

through learning and attaining skills for life

Our purpose | Building thriving communities

We work with local schools, education foundations and other community partners to help prepare students for healthier, brighter futures.

10,000 STUDENTS FROM DIVERSE  
BACKGROUNDS SUPPORTED

In the year ended 31 March 2020



## FastFutures

In 2020, we became a founder member of FastFutures in the UK which helps young people from diverse backgrounds into work.



## Junior Achievement

Our volunteers in São Paulo, Brazil, are helping students aged 12-14 learn valuable skills needed to succeed in today's world of work.



## STEM grants

We support students in our local communities across the US through STEM grants (science, technology, engineering, maths) – some 8,500 students in the last year.



## Learning how food grows

In schools and communities in the US and South Africa, we support food gardens which teach children about growing and harvesting food.

# PROMOTING INCLUSION AND DIVERSITY

by listening, learning and taking action

Our purpose | Building thriving communities

Global events in 2020 led us to have much more open and honest conversations across Tate & Lyle on inclusion and diversity. We discussed the importance of building a trusting and open environment in which everyone has a voice, and developing a more diverse workforce which reflects the local communities we work in. From this, we developed a set of priorities and actions, including:

- **Build confidence to talk about race and inclusion** by positively engaging everyone in the conversation and training managers to have discussions that help build a more inclusive environment.
- **Amplify diverse voices** by identifying ways for diverse talent to be more involved in decision making.
- **Reach into new diverse communities** by adapting how we recruit to build a larger, diverse talent pool.
- **Support career development for all** through training, coaching and embedding inclusion and diversity into our talent development processes.

We recognise that this is both a global and a local challenge. Our Executive Committee members and leaders in our local markets have each built their own inclusion and diversity action plans and are personally accountable for delivering them.

We have a long way to go and know we can do better, but we are committed to building a culture of tolerance and inclusion and creating more diverse teams across our business. We have started to take the right steps to reach those goals.



We want to build a culture that is based on tolerance, inclusion and diversity, and to contribute to eradicating racism and injustice in society. This is core to our values and is at the very heart of our purpose. Only by listening to and learning from each other can we build a truly inclusive and diverse culture.

**Nick Hampton** Chief Executive

## 75% OF OUR INNOVATION LEADERSHIP TEAM ARE WOMEN



Employee Resource Groups for colleagues and their allies are active across the business including the Black Employee Network, the Professional Women's Network (pictured top) and our LGBTQ+ group (pictured bottom).





## CARING FOR OUR PLANET

We care for our planet and help protect its natural resources for the benefit of future generations.





## CARING FOR OUR PLANET

Nearly everything we make begins life in the natural world, whether it's a kernel of corn, a grain of tapioca or a leaf of stevia. This makes it all the more important that we take care of the planet for its own health and the future health of our business.

### **Ambitious environmental commitments and targets**

Climate change is probably the biggest threat to the world's long-term future and we need to deal with the consequences now to protect our planet's natural resources for future generations. This means thinking, planning for, and investing over a longer-term horizon. In our plants, it means investing in cleaner energy, using our waste beneficially, and reducing water use. And, given our reliance on nature's raw materials, it also means supporting sustainable agriculture. That is why we've developed a set of new, ambitious environmental targets for 2030 as well as making some important commitments like eliminating the use of coal from our operations by 2025.

To make our greenhouse gas emissions targets more meaningful, they are based on absolute reductions and have been validated as science-based by the Science Based Targets initiative. This means that, by meeting our greenhouse gas emissions reduction targets by 2030, we will play our part in helping limit global warming in line with the goals of the Paris Agreement on Climate Change.

Our commitment to supporting sustainable agriculture is fundamental to our overall ability to meet our targets because of the significant proportion of our climate impact that comes from corn growing. That is why we've committed to ensuring we support sustainable farming equivalent to the corn acreage we buy globally each year – currently 1.5 million acres. We're proud to be leading the industry as the first corn wet miller to introduce this kind of programme. It has a wider significance too, because sustainable agricultural practices aren't just about their environmental impact – they're about supporting farmers' livelihoods and local communities, which also aligns with our aim of building thriving communities.



Watch video  
Sustainable Agriculture Programme Results

### **OUR COMMITMENTS AND TARGETS**

#### **CLEANER AIR**

By **2030**, we'll have delivered a 30% absolute reduction in our Scope 1 and 2 greenhouse gas emissions, with an ambition to reach a 20% reduction by 2025.

By **2030**, we'll have delivered a 15% absolute reduction in our Scope 3 greenhouse gas emissions.

By **2025**, we'll have eliminated coal from all our operations.

#### **USING WASTE BENEFICIALLY**

By **2030**, 100% of our waste will be beneficially used, with an ambition to reach 75% by 2025.

#### **USING LESS WATER**

By **2030**, we'll have reduced water use by 15%.

#### **SUPPORTING SUSTAINABLE AGRICULTURE**

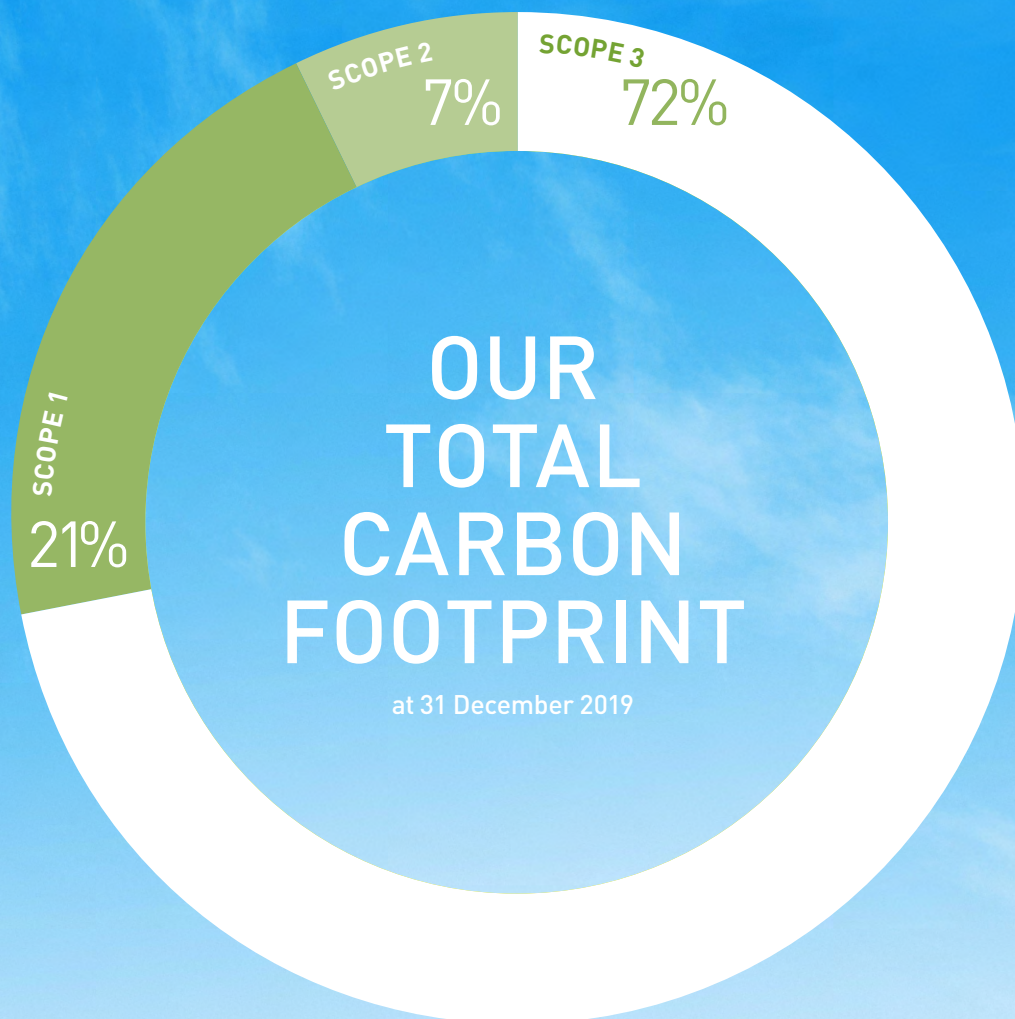
We'll maintain sustainable acreage equivalent to the volume of corn we buy globally each year, currently 1.5 million acres, and through partnerships we'll accelerate the adoption of conservation practices.



# CLEANER AIR

Greenhouse gas emissions

Our purpose | Caring for our planet



## SCOPE 1 DIRECT EMISSIONS FROM OUR SITES



GAS FOR  
MANUFACTURING



COMPANY  
VEHICLES

## SCOPE 2 INDIRECT EMISSIONS FROM THE ENERGY WE BUY



PURCHASED  
ELECTRICITY



PURCHASED  
STEAM

## SCOPE 3 ALL OTHER INDIRECT EMISSIONS ACROSS OUR VALUE CHAIN

34% goods and services we buy (mostly corn)

26% use of our ingredients (mostly by customers)

12% other (e.g. transport and distribution)



PURCHASED  
GOODS AND  
SERVICES



PROCESSING  
AND USE  
OF SOLD  
PRODUCTS



TRANSPORT  
AND  
DISTRIBUTION



WASTE  
MANAGEMENT



BUSINESS  
TRAVEL

# CLEANER AIR

by using cleaner energy and reducing greenhouse gas emissions

Our purpose | Caring for our planet

## Emissions generated onsite

We are in the middle of a multi-year capital investment programme totalling more than US\$150 million to significantly reduce greenhouse gas (GHG) emissions and increase efficiency in our plants. This includes replacing coal boilers in our plants in Decatur, Illinois and Lafayette, Indiana, both in the US, and constructing a biomass boiler in Santa Rosa, Brazil. When complete, these three projects will reduce our GHG emissions by up to 20% and eliminate coal from our operations.

## Emissions from the energy we buy

At our plant in Koog, the Netherlands, all the energy we purchase from the grid is certified as being from renewable sources. In Ossona, Italy, solar panels installed in 2019 generate electricity to supply nearly 20% of the energy the site needs. We recognise we need to do more if we are to meet our 2030 target, and increasing our use of energy from renewable sources is a key area of focus.

## All other emissions in our value chain

We expect to achieve most of our 15% reduction target through our sustainable agriculture programme (see page 24). We're also looking at other areas, for example transportation and distribution. Building partnerships with our suppliers, customers and other organisations across our value chain will be key to delivering our target.

INVESTING OVER **US\$150 MILLION** TO  
REDUCE GREENHOUSE GAS EMISSIONS  
AND ELIMINATE THE USE OF COAL



The investments we are making will directly benefit the local community through improved air quality and less truck traffic.

**Travis Montoya** Plant Manager, Lafayette, Indiana, US



Construction of our new natural gas-fired heat and power system in Lafayette, Indiana (pictured above). This plant, along with our Loudon, Tennessee plant, are the only two corn wet mills in the US to receive Energy Star certifications from the US Environmental Protection Agency. These are awarded each year for outstanding energy efficiency performance.



# USING WASTE BENEFICIALLY

by realising its value

Our purpose | Caring for our planet

Most of our waste is organic matter that comes from the manufacturing process at our four large corn wet mills in the US. In most cases, it can be beneficially used, for example to generate energy or as nutrients for local farms. In 2019, 59% of our waste was beneficially used and our target is to reach 100% by 2030.

All our sites, no matter how large or small, have an annual target for waste management and reduction. Some already beneficially use nearly all the waste they generate, while many have taken other small actions to improve their environmental performance, including switching from single-use plastic, such as coffee and water cups, to more sustainable alternatives.

IN 2019 **59%** OF  
OUR WASTE WAS  
BENEFICIALLY USED

“Working together with Tate & Lyle, we are finding environmentally responsible solutions for waste.”

**Brian Furrer** President, Bio Town Ag, Indiana, US  
(a local company we work with in the US to ensure our waste is beneficially used)



# USING LESS WATER

by optimising our processes and reusing water

Our purpose | Caring for our planet



Water is a shared resource and so we need to make sure our use is sustainable not only for ourselves but for our local communities as well.

**Peter Lloyd-Jones** Project Lead, Global Water Reduction

## We're investing **US\$250,000** in a water reduction feasibility study

Corn wet milling is a water-intensive process and many of our plants are located close to rivers or lakes. Water is a shared resource and this means we need to ensure our use is sustainable for everyone. To understand the specific risks and opportunities for water at each of our sites, in 2019 we completed a global risk and opportunity assessment which gave us the data we need to determine where we can have the most impact.

Given our consumption of water in 2019 – 34.6 million m<sup>3</sup> – was slightly higher than 2018, our new target of a 15% reduction by 2030 is a real challenge. And it will become more difficult as we increase production of ingredients for our Food & Beverage Solutions division which can be more water intensive. We're therefore developing a model of what this increased production might look like, so that we can plan the right water reduction and reuse programmes.



# SUPPORTING SUSTAINABLE AGRICULTURE

through building partnerships across the value chain

Our purpose | Caring for our planet



Together we're connecting the dots between what's happening on the farm and what consumers see in the store. This really is 'farm to fork' in action.

**Jason Weller** Vice President, Truterra LLC

## Industry-first sustainable corn programme

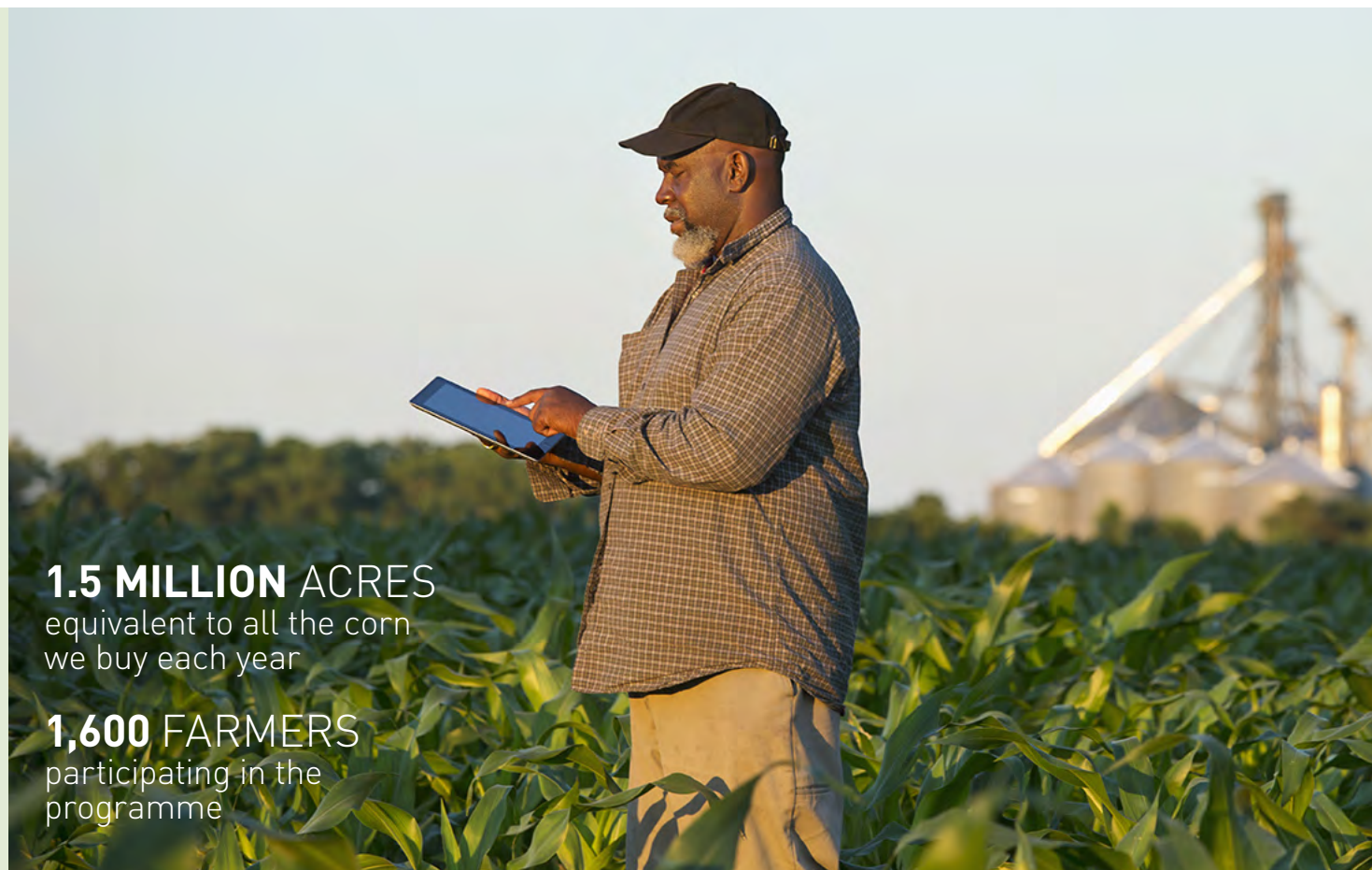
The first of its kind in our industry, our programme, run in partnership with Truterra LLC, aims to help farmers in the US Midwest understand the impact sustainable practices will have on their crops. In practical terms, the Truterra™ platform uses best-in-class technology to establish the environmental sustainability baseline for each field in the programme, working with the farmers to understand the data and make informed decisions on how conservation practices could improve soil and water quality, and their impact on field profitability.

In April 2020, we received results from the 148,000 acres that have been in the programme since it began in November 2018, and we were pleased that they demonstrate an encouraging early positive impact:

- **10% reduction in greenhouse gas emissions** equivalent to removing 1,254 cars from the road each year
- **6% reduction in topsoil erosion** equivalent to 1,085 truckloads staying on the farm
- **4% improvement in soil quality** as measured by the Soil Conditioning Index.

**1.5 MILLION ACRES**  
equivalent to all the corn  
we buy each year

**1,600 FARMERS**  
participating in the  
programme





# CARING FOR OUR PLANET

wherever we are

Our purpose | Caring for our planet

All over the world, Tate & Lyle employees and their families are finding their own ways to protect their local environment for themselves and their communities.



Planting trees in Nantong, China



Installing bat boxes in Kya Sands, South Africa



Building insect houses in Lille, France



Encouraging the local bee population in Noto, Italy



Planting trees at a local school in Santa Rosa, Brazil



Eco-goody bag to promote Earth Day for our people in Dubai, UAE



Growing our own produce in Singapore



Running an Earth Day event at a local park in Lafayette, Indiana, US





# DOING BUSINESS WITH INTEGRITY

– working the Tate & Lyle way



# DOING BUSINESS WITH INTEGRITY

Working the Tate & Lyle way

At Tate & Lyle we believe in doing what is right, no matter what. It's what we mean by 'working the Tate & Lyle way', and it's enshrined in our Code of Ethics. At its heart is a profound respect for human rights – particularly health and safety, which is our highest priority.

## A Code for daily practice

Our Code, available in 12 languages, is far more than a policy document. It underpins everything we do, and includes an 'ethical decision tree', which guides people on how to make the right decision, whatever the circumstances. We run training on the Code for all employees every year, to help them do the right thing with confidence – with special modules on particular areas of risk

for those whose jobs require it. Our suppliers and all who work with us must sign up to our Code's principles too.



OUR CODE OF ETHICS

Working the Tate & Lyle way

TATE & LYLE

## Respecting everyone's human rights

Respect for human rights varies across the different countries in which we work. Our approach, however, is consistent wherever we are – to uphold the human rights of everyone we work with. We are confident in the integrity of our own operations; however we know there are risks in areas of our supply chain in certain parts of the world – particularly agents and distributors, and for some raw materials. We are developing an audit programme to identify and manage our key risks in these areas so that we can, with confidence, say that everyone working on behalf of Tate & Lyle is treated equally, with respect.

### IF IN DOUBT, SPEAK UP!

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

## Our Values



Our general rule is, if something doesn't feel right, don't do it – and don't stand by while others do it either. We all have a responsibility to speak up and raise concerns.

**Carolyn Lindsey** Head of Ethics and Compliance



## DOING BUSINESS WITH INTEGRITY

Working the Tate & Lyle way

### Health and safety – our highest priority

The safety and wellbeing of our people – all those who work at our sites, whether employees or contractors – is our primary concern. Our approach is built on the idea of shared responsibility – we all have a part to play in safeguarding ourselves and those around us.

As a minimum, we expect everyone working on a Tate & Lyle site – employees, contractors and any other third parties – to take responsibility in three ways:

- **Comply with all safety rules and regulations relevant to their work**
- **Intervene to prevent unsafe conditions**
- **Respect fellow workers and the communities in which we work.**

Our approach means more than just following the rules, however – 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 to understand why accidents happen without judgement. It's at the heart of every good safety programme.

### Our Journey to EHS Excellence

In 2018 we launched our Journey to Environment, Health and Safety (EHS) Excellence (J2EE), a multi-year programme designed to involve everyone within Tate & Lyle in strengthening our EHS culture and performance. In practical terms, this involves each site introducing standardised behaviour and protocols and passing through a series of stages, or tollgates (seven in total), with the help of element owners – colleagues who champion a particular aspect of EHS. Passing a tollgate involves a rigorous assessment carried out by internal EHS experts. J2EE is supported by a global EHS management system aligned with the requirements of international standards for the environment, health and safety, and risk management (ISO 14001 and ISO 45001).



J2EE has made a real difference to how we work, and it's showing through in how our safety performance is improving, helped by our focus on leading indicators.

**Jan Jaap van der Bij** SVP Global EHS and Quality



### A NEW SAFETY-FOCUSED ENGINEERING ROLE AT OUR MAJOR PLANTS

In 2020 we recruited full-time safety engineers at all our major plants to lead their sites' safety efforts around process safety and particularly combustible dust.

### OUR 10 LIFE-SAVING PRINCIPLES developed to prevent injury and loss of life

- 1 Permit to work
- 2 Lock/tag/try and electrical safety
- 3 Railcar safety
- 4 Working at height
- 5 Mobile-powered equipment
- 6 Transportation (driving)
- 7 Safety barrier management
- 8 Hot liquids, chemicals, gases and steam
- 9 Combustible dust
- 10 Emergency situations



# OUR PARTNERS

We are proud to work with many great organisations to deliver our purpose.  
Here are some of our partners:

## SUPPORTING HEALTHY LIVING



## BUILDING THRIVING COMMUNITIES



## CARING FOR OUR PLANET



To learn more about Tate & Lyle, please visit:

[www.tateandlyle.com](http://www.tateandlyle.com)

 [LinkedIn](#)

 [Twitter](#)

 [YouTube](#)

 [Facebook](#)

Tate & Lyle PLC is listed on the London Stock Exchange under the symbol TATE.L. American Depositary Receipts trade under TATTY.



FTSE4Good

Tate & Lyle is a constituent of the FTSE4Good Index Series





# APPENDIX: DATA



# APPENDIX: DATA

Here we set out the non-financial data we currently report. In 2021, we will report on our first year's progress against our purpose targets (see page 7).

METRIC	PERFORMANCE
<b>ENVIRONMENT (data for year ended 31 December 2019)</b>	
Reduce greenhouse gas emissions (Scopes 1 and 2) from energy use by 19% per tonne of production by 2020 against 2008 baseline	21.8% reduction
Scope 1 greenhouse gas emissions (direct emissions from our sites) and Scope 2 greenhouse gas emissions (indirect emissions from the energy we buy)	Total: 2,619,000 tonnes CO <sub>2</sub> e Scope 1: 1,995,000 tonnes CO <sub>2</sub> e Scope 2: 623,000 tonnes CO <sub>2</sub> e
Energy use	37,643,000 gigajoules (GJ)
Energy use intensity	4.96 tonnes of CO <sub>2</sub> e per tonne of production
Waste to landfill	9.16 tonnes per 1,000 tonnes of production
Reduce waste to landfill by 30% by 2020 from 2008 baseline	9.3% reduction
Water use	34.6 million cubic metres
Water use intensity	4.56 cubic metres per tonne of production
<b>EMPLOYEE PROFILE (data at 31 March 2020)</b>	
Number of employees	4,218
Employees by geography	North America – 52% Europe, Middle East and Africa – 32% Latin America – 10% Asia Pacific – 6%



METRIC	PERFORMANCE
<b>GENDER DIVERSITY (data at 31 March 2020)</b>	
Board	Men – 70%; women – 30%
Executive Committee	Men – 67%; women – 33%
All employees	Men – 71%; women – 29%
Women as senior managers, including statutory directors	23% (30 women)
<b>CODE OF ETHICS (data for year ended 31 March 2020)</b>	
Concerns raised through Speak Up (whistleblowing programme), either directly or through our independent third-party partner, Safecall	70
Modern slavery statement	Published on our website
<b>HEALTH AND SAFETY (data for year ended 31 December 2019)</b>	
Number of recordable incidents	52
Recordable incident rate (number of injuries requiring treatment beyond first aid per 200,000 hours)	Total: 0.78 Employees 0.73 Contractors 0.91
Number of lost-work cases and restricted work cases (combined)	28
Lost-time rate (number of injuries that resulted in lost-work days or restricted work days per 200,000 hours)	Total 0.42 Employees 0.45 Contractors 0.34
Potentially severe events (events or incidents which could have resulted in a major or severe incident)	6