

TATE & LYLE



**PURPOSE REPORT 2021**  
IMPROVING LIVES FOR GENERATIONS

# INTRODUCING OUR PURPOSE REPORT 2021

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.

2021 was a year like no other. Throughout its many and unexpected challenges, our purpose was our guiding light, enabling our people to achieve remarkable things.

Welcome to our first report against the purpose commitments and targets we published in May 2020.

[➤ Read about our detailed financial and operational performance in the Annual Report 2021](#)

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# 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.



**4,400**

We employ around 4,400 employees worldwide



**£2.8bn**

Revenue  
Year ended 31 March 2021



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

**140**

We serve customers in more than 140 countries

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



**1.5m**

We process around 1.5m acres of corn each year



Our industrial ingredients are used in paper and board, packaging, tapes and adhesives, building products, detergents, and personal care products.



**30**

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

# A PURPOSEFUL APPROACH TO A CHALLENGING YEAR

INTRODUCTION FROM OUR CHIEF EXECUTIVE

When we started developing our purpose commitments and targets in late 2019, we had no idea a global pandemic was about to turn the world upside down. By the time we launched them in May 2020, the shape of the crisis was becoming clear, and it made us more convinced than ever that our purpose-led approach was the right one.

## PROGRESS ON ALL OUR TARGETS

I've always believed that purpose and performance go hand in hand, and that's certainly true of Tate & Lyle this year. Our purpose has been our north star, helping us to navigate an uncertain and constantly changing world. Our strong financial performance was supported by a good start against all our purpose commitments and targets, thanks to the inspirational way our people responded to the challenges of working and living during a global pandemic.

### The increasing importance of healthy living

In the context of Covid-19, which has heightened people's awareness of the importance of a healthy diet and lifestyle, I'm particularly proud of the progress we've made in supporting healthy living. Through our low- and no-calorie sweeteners like TASTEVA® M Stevia Sweetener, Sucralose, DOLCIA PRIMA® Allulose, PUREFRUIT™ Monk Fruit Extract and our fibres such as PROMITOR® Soluble Fibre and STA-LITE® Polydextrose, we've taken 1.8 million tonnes of sugar out of people's

diets over the last year against our 2025 target of 9 million tonnes. And, in November 2020, we completed the acquisition of Sweet Green Fields, a global stevia business, which will help us further towards this target.

We also continued to support healthy living through programmes that promote healthier lifestyles and activities. Covid-19 meant that many of these programmes went virtual, but we still managed to support 40,000 people towards our target of 250,000 by 2025. For some, however, the pandemic brought significant hardship, making it difficult to feed themselves and their families. And so last year we significantly increased the donations and support we gave to our food bank partners around the world, helping to provide 1.7 million nutritious meals for people in need in our local communities.

### Equity, diversity and inclusion are vital to our purpose

We want each of our employees to feel seen, heard and valued, and to know that their wellbeing is our priority. And so when the pandemic hit, we said that



Our purpose has been our north star, helping us to navigate an uncertain and constantly changing world.



**Nick Hampton**  
Chief Executive

## A PURPOSEFUL APPROACH TO A CHALLENGING YEAR

INTRODUCTION FROM OUR CHIEF EXECUTIVE

our people must come first, and that our purpose must guide us in all that we do. As a result, we invested in building a wider community of Mental Health First Aiders, launched new Employee Resource Groups, provided a Mental Health day off, and expanded our Employee Assistance Programme. It was pleasing that 75% of our people told us in our annual employee survey they believe Tate & Lyle actively supports their health and wellbeing, up from 70% the previous year.

We continued to take steps to better reflect the communities we work in, and I'm proud that we made progress in our target for gender parity in leadership roles with 32% of senior roles filled by women, up from 27% the previous year. Over the past year, we refreshed and expanded our equity, diversity and inclusion strategy, making actionable commitments and setting new ambitious targets for the next 2, 5 and 10 years (see page 22 for more details). I'm excited about our ambitions in this area, and firmly believe that equity, diversity and inclusion are accelerators for growth and a key element of being a purpose-led company.

### Tackling the climate challenge

Covid-19 has, if anything, put the climate emergency even more front and centre as it has highlighted to us the systemic risk and the interconnectedness of the modern world. It's clear that time is running out to make the changes needed to halt climate change and allow societies to continue to prosper.

This makes our ambitious 2030 targets for waste, water, agriculture and greenhouse gas (GHG) emissions all the more essential. Over the last few years, we have implemented a major capital investment programme totalling more than US\$150 million to significantly reduce GHG emissions in our plants and increase efficiency. A key aim was to replace coal systems at some of our large corn wet mills in the US with natural gas-fired combined heat and power systems. We committed to eliminate the use of coal in all our operations by 2025 and I am delighted that, in October 2021, we delivered on that commitment four years ahead of target.

We continue to operate our sustainable corn programme in the US Midwest with Truterra LLC – the only one of its kind in our industry – in line with our commitment to maintain sustainable acreage equivalent to the amount of corn we buy annually, currently 1.5 million acres. This programme is not only important to delivering our Scope 3 GHG emissions target, but also supports farmers' livelihoods and so contributes to our purpose pillar of building thriving communities.

Following our acquisition of Sweet Green Fields, we also launched a stevia grower outreach programme in Eastern China in partnership with Earthwatch and Nanjing Agricultural University. Our focus is to help local farmers minimise their environmental impact and gain greater economic benefit.



In October 2021 we delivered on our commitment to eliminate the use of coal in all our operations, four years ahead of target.



Launching a sustainable stevia programme with growers in China

## SUPPORTING THE UN SDGS AND THE UN GLOBAL COMPACT

We determined that five of the UN Sustainable Development Goals (SDGs) are most closely aligned to our purpose and are where we can have most impact. (see page 8).

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.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

See page 41 for more details.

## A PURPOSEFUL APPROACH TO A CHALLENGING YEAR

INTRODUCTION FROM OUR CHIEF EXECUTIVE



We want to go beyond improving lives and start transforming lives through the science of food.



## A PURPOSE-LED FUTURE THROUGH TWO NEW COMPANIES

Which brings me to the future. Over the last three years, our two divisions, Food & Beverage Solutions and Primary Products, have grown into two strong businesses in their own right with their own strategies and their own – but different – potential for purpose-led growth. In July 2021, we announced an ambitious move to unlock this growth by agreeing to sell a controlling interest in our Primary Products business in the Americas to manufacturing specialists KPS Capital Partners, LP (KPS), creating ‘NewCo’, as we are calling it for now. This move will enable Tate & Lyle and NewCo to pursue new and exciting growth opportunities in their respective markets.

Both companies’ success will continue to be important to each other. Tate & Lyle will be one of NewCo’s largest customers, with 20-year long-term supply agreements in place underpinning both businesses.

### Two companies – double the commitment

Our purpose is at the heart of becoming two companies because, by creating two stronger businesses, we are allowing the two very different parts of Tate & Lyle to pursue purpose in their own, more intentional way. In fact we chose KPS as our partner in no small part because of their understanding of our purpose agenda.

There are of course some practical implications of separating into two businesses that we are working through, particularly for our caring for our planet targets. We are having to re-calculate the carbon footprint of both companies and we are also reviewing our water, waste and sustainable agriculture programmes to understand the impact for each business. We will report on this in the coming year by which time the two businesses will be separated [expected in the first quarter of 2022].

### AN AMBITIOUS NEW ERA FOR TATE & LYLE

If nothing else, the ongoing challenges of Covid-19, the heightened dialogue about inclusion and the climate emergency have showed us the value of healthy living, of the importance of connecting with and supporting each other as colleagues and neighbours, and of the fragility of the natural world. And so the past year has made us even more determined to pursue our purpose commitments and targets which are at the heart of our growth agenda for Tate & Lyle. Our scientific expertise and innovative use of new technologies have helped improve the lives of people for more than 160 years. In the same spirit, we are guided by our purpose, ensuring we not only grow our business but also make a positive impact on societies across the world. As we look forward, and Tate & Lyle enters an ambitious new era, we want to go beyond improving lives and start transforming lives through the science of food.

A handwritten signature in black ink that reads 'Nick' with a stylized flourish.

Nick Hampton Chief Executive

# 2022: CREATING TWO STRONGER PURPOSE-LED BUSINESSES

On 12 July 2021, we announced a new era for Tate & Lyle. A bold move that will allow us to grow both our businesses in ways not possible before. Our one strong company will become two stronger companies, with the ability to pursue new and exciting opportunities, with more investment and opportunities for growth.

This will become possible through a new partnership with KPS Capital Partners, LP who are acquiring a controlling interest in our Primary Products business in North America and Latin America. This partnership will form a new company (for now, called 'NewCo'). Tate & Lyle will own 49.9% of NewCo, with KPS owning 50.1% and having operational control.

The transaction is expected to be completed in the first quarter of the 2022 calendar year. Until that time, Tate & Lyle continues to operate as one business.

## THE NEW TATE & LYLE

Transforming lives through the science of food

We will step up our investment in R&D and use the science of food to help people transform their lives through healthier living.

- Purpose-led, global leader in sweetening, mouthfeel and fortification solutions
- Unique portfolio and leading technical capabilities to reduce sugar, calories, and fat, and add fibre, in food and drink
- Addressing the global trend for healthier living by investing in R&D and innovation to help customers make healthier and tastier food and drink
- Operations across the world



## NEWCO

Building a better future through nature and science

NewCo will be anchored in the US Midwest, where its large corn wet mills and acidulants plants will continue to play an important role in the lives of local farmers and the local community.

- Focused on serving customers with high-quality, plant-based products such as sweeteners, starches and acidulants made from corn and sugar
- Pursuing new opportunities for growth in areas like precision fermentation, bio-industrial applications and sustainable packaging



## WORKING TOGETHER

While the two companies, Tate & Lyle and NewCo, will operate as standalone businesses, they will continue to work closely together and supply products to each other. Long-term, 20-year agreements are in place between Tate & Lyle and NewCo to underpin both businesses.

# OUR PURPOSE JOURNEY

Our purpose of Improving Lives for Generations has been the foundation of our company for more than 160 years. The words may change from time to time to reflect the realities of the day, but the essence is the same – it is why we do what we do.



## 1859

### OUR FOUNDERS

Start work to improve lives through their businesses and in their local communities.

## 2016

### PURPOSE BEGINNINGS

We ask ourselves the simple question: 'How can we be a successful company and have a positive impact on society?' We decide to express our purpose through the words: 'Improving Lives for Generations'.

## 2016-18

### PURPOSE EXPERIMENTS

A group of internal advocates start some experiments to 'test' our purpose. For example, our innovation team begin to work on a lower calorie syrup and our team in Shanghai start a health education programme in local schools to combat obesity.

## 2018

### PURPOSE STATEMENT

We formally articulate our purpose of Improving Lives for Generations inside the company and in our Annual Report. It quickly starts to take hold with our employees as it's closely connected to their own personal values, making it relevant, genuine and alive.

## 2019

### PURPOSE FRAMEWORK

We create a framework (see above) so people inside and outside Tate & Lyle can see how we live our purpose in everything we do. This is based on three pillars: supporting healthy living; building thriving communities; caring for our planet.

## 2020

### PURPOSE TARGETS

To measure how we are progressing our purpose, we announce a set of ambitious purpose targets and commitments for the next 5 to 10 years.

## 2020 ONWARDS

### PURPOSE REPORTING

We publish our first purpose report in December 2020, and commit to report annually on our progress against our purpose targets and commitments.



### ALIGNING WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

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

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



# 2021 PERFORMANCE IN SUMMARY

In 2020, we set out targets and commitments for the next 10 years to live our purpose. This summary shows how we are progressing against these targets.

## SUPPORTING HEALTHY LIVING

### IMPROVING NUTRITION

By 2025, through our low- and no-calorie sweeteners and fibres, we'll have helped remove nine 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.



## BUILDING THRIVING COMMUNITIES

### PREVENTING HUNGER

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



### PROGRESSING EQUITY, DIVERSITY AND INCLUSION

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



### 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.



## CARING FOR OUR PLANET

### SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS

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.



### USING WASTE BENEFICIALLY

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



### COMMITMENTS

#### Eliminate use of coal

We committed to eliminate the use of coal in our operations by 2025 and we delivered that commitment in October 2021.

#### Support sustainable agriculture

We committed to maintaining sustainable acreage equivalent to the volume of corn we buy globally each year, currently 1.5 million acres, and through partnerships accelerate the adoption of conservation practices. We achieved this goal this year.

### SCOPE 3 GREENHOUSE GAS EMISSIONS

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



### USING LESS WATER

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



### 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.

### BASELINE AND MEASUREMENT

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. The data on this page shows progress in the first year from these baselines.



# SUPPORTING HEALTHY LIVING

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

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.

IMPROVING NUTRITION

ENCOURAGING BALANCED LIFESTYLES

PROMOTING PERSONAL WELLBEING



# A GOOD START IN OUR FIRST YEAR

The global pandemic has shone a spotlight on the importance of supporting healthy living. It has enhanced people's understanding of the benefits of good nutrition, taking regular exercise and mental wellbeing. So we're pleased that, in this first year, we've made a good start towards our 2025 targets.



## IMPROVING NUTRITION

Every day, all over the world, millions of people enjoy products containing Tate & Lyle's ingredients. It's through our ingredients and technical expertise, as well as our clinical research, that we can have the biggest impact on nutrition and health.



## ENCOURAGING BALANCED LIFESTYLES

Healthy living is about more than just diet. By supporting health education and physical activity programmes around the world, we are also helping people understand the role that diet, physical exercise and mental wellbeing can have on their health.



## PROMOTING PERSONAL WELLBEING

The health of our own people is extremely important to us. We've put a real focus on supporting our people's physical and mental health during the Covid-19 pandemic because by keeping ourselves well we can look after each other and our communities too.

### The global challenge

**39% OF ADULTS** ARE OVERWEIGHT<sup>1</sup>

**60% OF PEOPLE** ARE MORE CONCERNED ABOUT THEIR IMMUNE HEALTH DUE TO THE PANDEMIC<sup>2</sup>

**1.8m**

tonnes of sugar removed from people's diets<sup>3</sup>

**2025 TARGET: 9M TONNES**

**40,000**

people supported with health, nutrition and wellbeing programmes<sup>3</sup>

**2025 TARGET: 250,000 PEOPLE**

**75%**

of colleagues felt that 'Tate & Lyle actively supports their health and wellbeing'<sup>3</sup>

**2025 TARGET: 90% OF COLLEAGUES**

<sup>1</sup> World Health Organisation, Adults aged 18 or over (2016 data) <sup>2</sup> FMCG Gurus, January 2021 <sup>3</sup> In the year ended 31 March 2021

## IMPROVING NUTRITION EXPERTS IN THE SCIENCE OF FOOD

Our goal is not just to feed people, but to feed them well. Our expertise in sweetening, mouthfeel and fortification helps give consumers healthier and tastier choices when they eat and drink. With our ingredients, we help create products with fewer calories, less sugar and fat – but it’s not just about taking things out. We also improve the nutritional profile of products by adding fibre and protein. And, we offer other benefits, such as our stabiliser systems allowing food to travel over long distances.

### INVESTING IN INNOVATION

We are committed to raising the bar when it comes to evidence-based nutrition science and innovation, and to provide food and beverage manufacturers with ingredients and solutions that help address key public health challenges. But improving the nutritional profile of foods while maintaining their taste is a complex issue that requires complex science – and so we invest heavily in innovation. Our team of food and nutrition scientists are continuously researching and testing ingredients and applications to meet current and future health needs.

We design, conduct, and interpret pre-clinical and clinical research to provide key scientific knowledge about our ingredients, and to support the development of new ingredients and solutions. We do much of this with academic and industry partners who bring wider expertise and resources to the table. We also contribute to the general understanding of the impact of food policy on public health, for example, modelling the impact of fibre and sugar intakes on health outcomes in the UK population.

### PROGRESS TOWARDS OUR 2025 TARGET

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



“ We’re very much a science-based organisation and so Tate & Lyle’s focus on science and research, and its sweeteners, fibres, novel ingredients, and health claims related to hot topics on nutrition, make for a very positive collaboration.

**Bridget Benelam** Nutrition Communications Manager, British Nutrition Foundation



**13**  
New Products  
launched from our  
innovation pipeline  
Year ended 31 March 2021

### Research underway on fibre with leading academic organisations

- **Role of fibres in immune health**  
– University of Southampton, UK
- **Fibres for brain health**  
– University of Illinois, USA
- **Fibres and metabolic health**  
– University of Cork, Ireland





## WORKING WITH CUSTOMERS TO PROMOTE NUTRITION EDUCATION

We promote nutrition education, and the science underpinning the physiological function and health benefits of our ingredients, in partnership with our customers, health professionals, academic researchers and opinion leaders.

### Great science, open to all: launching our online nutrition centre

Perhaps the most significant step we took this year to promote nutrition education was the launch of our online Nutrition Centre in February 2021. Developed by our Global Nutrition Team, the Centre makes it easy for customers, scientists, health professionals and consumers to access authoritative research on ingredients that can help address formulation and public health challenges. As well as technical papers, visitors can find articles on topics from keto diets to gut health to immunity, plus easy-to-understand infographics and videos. What's special about it though is that it is 'open source', with content authored by independent experts as well as by our own people.



Our passion is to help our customers develop delicious and nutritious products, while ensuring we are respectful of the planet we live in.

**Victoria Spadaro Grant** President, Innovation and Commercial Development



### New courses for formulators and food scientists

In April 2021, we launched the Stabiliser University™, an online modular course designed to help formulators and food scientists solve even the toughest stabiliser formulation challenges. This follows the success of our three other curriculums – Texture University™, Sweetener University™ and Fibre University™ – which have attracted thousands of attendees worldwide.

We also offered another free online course on dietary fibre to customers in Latin America (see right), building on the programme we launched with Nestlé in 2020.

**Texture Vantage®**  
Expert Systems

**Sweetener Vantage™**  
Expert Systems

**Stabil Vantage™**  
Expert Systems

**Fibre Vantage™**  
Expert Systems

**FIBRAS DIETÉTICAS:**  
beneficios que van más allá de la salud intestinal

**CURSO GRATIS**

Dieta cetogénica, salud ósea, nutrigenómica, diabetes, simbióticos y mucho más.

**INSCRÍBETE AHORA**

12 clases digitales

Profesores Internacionales

Diploma al final del curso

**CURSO 100% ONLINE**

*Nutrimental*

Cortosía de: 

## SHARING OUR FIBRE SCIENCE WITH KELLOGG'S

In August 2021, we joined forces with Kellogg's Nutrition and Health Institute to share the latest science on dietary fibres with health and food industry professionals across Mexico, Colombia, Chile and Argentina.

Studies show consumers in Latin America in particular do not get enough fibre in their diet. Our free online course called 'Dietary fibres: benefits that go beyond gut health' features videos by food scientists and nutrition experts on the positive impacts fibre can have on immunity throughout childhood and ageing, in lowering the risk of diabetes, heart disease and bowel cancer, bone health – even possibly on mood and wellbeing.



We are proud to share our latest science with fellow health practitioners.

**Renata Cassar,**  
Senior Nutrition Manager, Latin America

ENCOURAGING BALANCED LIFESTYLES

# ADAPTING OUR PROGRAMMES IN A CHALLENGING YEAR

Through the many different health education and physical activity programmes we support, we work to help people all over the world understand the role that diet, physical exercise and mental wellbeing can have on their health. In a challenging year we found creative ways to adapt our programmes so we could continue to support our local communities at a time when they needed it most.

SHOWING OUR SUPPORT IN WAYS THAT MATTER

We are pleased that, despite the pandemic, we were still able to support 40,000 people with health, nutrition and wellbeing programmes during the year with many of these programmes supported directly by our employees.

Some examples from across the world:

- In the US, employees contributed to **United Way**, which supported wellbeing programmes in our local communities
- We supported **Secours Populaire Français** in Lille, France, which provided women and students with vouchers for hygiene essentials and meals
- In Boleráz, Slovakia, we established a new partnership with **Charita Trnavská**, a local community organisation that provides health and hygiene support to people near our plant
- A local school in **Koog**, the Netherlands reached out to us for help with a new playground to encourage children to play outside as a break from online learning, and we were delighted to help with a donation.

PROGRESS TOWARDS OUR 2025 TARGET

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



GROW YOUR OWN – AND FEEL BETTER TOO

Gardening is great for physical and mental health – as well as supplementing people’s diets with freshly grown produce. In Calí, Colombia, we partnered with **Fundación Dar Esperanza**, which supports disadvantaged families. Together, we launched a sustainable orchard project supporting 65 children. Initially, the harvest from this orchard will supplement the families’ meals, but over time, the aim is to sell surplus food to provide funds to reinvest in the orchard and the wider project.



“ Spending time with the children, hearing their stories and helping make an impact on their lives is incredible.”

**Mayra Alejandra Espinosa**  
Customer Service Manager,  
Calí, Colombia

See examples of more programmes on the next page

# FEEDING OUR COMMUNITIES WELL

We've helped many of our communities across the world with gardening projects. Here are just some of our local partnerships.



## HEALTH AND LEARNING IN BRAZIL

We partner with Casa do Amanhã, a local charity working with indigenous Guarani families in Brazil, in many ways. This includes our local team helping to tend and support the charity's vegetable garden, and developing reading and play areas for children.



## FOOD & TREES FOR AFRICA

Through our partnership with Food & Trees For Africa, we support the food garden at Sedi Laka Primary School, South Africa. Local colleagues enjoy helping to feed and teach a new generation of young gardeners, while the school grows enough fresh produce not only to meet its own needs, but to share with poorer local households.



## HOPE, SKILLS AND FRESH PRODUCE IN MEXICO

Nuestros Pequeños Hermanos (NPH) provides homes for vulnerable and abandoned children across Mexico. In November, we joined NPH Mexico in creating a sustainable greenhouse and garden at their residences in the state of Morelos. Tate & Lyle colleagues provide training and mentorship in agriculture, nutrition, food safety and female empowerment – while building the personal connections that make all the difference in young people's lives.



## PROMOTING PERSONAL WELLBEING

# SUPPORTING OUR PEOPLE WHEN IT MATTERED MOST

The Covid-19 pandemic made it more important than ever that we support the physical and mental health of our people. For many, the past year has been a time of ongoing uncertainty and relentless challenge – working at home or in very different circumstances in our operations; the difficulties of combining home-schooling children with work for some, and isolation for others. Our aim was to remain supportive and compassionate throughout, doing whatever was needed for people’s individual circumstances.

Our purpose guided us throughout this challenging year, and we were pleased this was recognised in our annual employee survey results. These showed that 75% of colleagues felt that ‘Tate & Lyle actively supports their health and wellbeing’, up from 70% in 2020. This was thanks to practical measures, such as our swift response to implementing safety protocols in all our plants; expanding our Employee Assistance Programme (for which usage increased by 10% during the year ended 31 March 2021); special recognition bonuses for frontline staff at the end of the year; and a mental wellbeing day off for desk-based staff along with a working from home payment to set up their home offices better.

### LEADING BY EXAMPLE IN A VIRTUAL WORLD

But perhaps even more important were the ongoing efforts to keep people connected when they couldn’t meet in person. We rolled out MS Teams across the company in a matter of weeks after the pandemic hit, which gave us the platform for connecting in all manner of ways, aside from the functional requirements of our daily work. From yoga and mindfulness sessions to a weekly singalong half hour with our global choir, we encouraged our people to connect with and support each other. And, our leadership team led by example through regular Virtual Cafes, being open about sharing their own challenges during the year, which gave people space to ask questions and be open in return.

#### PROGRESS TOWARDS OUR 2025 TARGET

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.



**“**Tate & Lyle allowed flexibility to help with struggles at home – I felt really looked after.  
**”**

Mold, UK employee

#### CONNECTING WITH EACH OTHER ONLINE

Virtual check-ins



The Tate & Lyle virtual global choir



Regular virtual health and wellness sessions





# BUILDING THRIVING COMMUNITIES

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

We think about community in its broadest sense. Our employees are part of the Tate & Lyle community, while we are all part of the local communities in which we live and work. We're also part of the communities of other stakeholders we work with, such as our customers, suppliers and partner organisations.



PREVENTING HUNGER

PROGRESSING EQUITY,  
DIVERSITY AND INCLUSION

SUPPORTING EDUCATION



# FINDING CREATIVE WAYS TO HELP DURING COVID

We are committed to building stronger, more equitable and inclusive communities where we work and live, focusing on those areas where we can make the most difference. The Covid-19 pandemic, which is disproportionately affecting the most disadvantaged in society, made this work more needed than ever. It also made it more difficult to carry out, so we are pleased that we still made good progress towards our targets during the year.

### The global challenge

**1 IN 9 PEOPLE** IN THE WORLD DO NOT GET ENOUGH TO EAT EVERY DAY<sup>1</sup>

**WOMEN OF COLOUR** ACCOUNT FOR ONLY AROUND 4% OF C-SUITE LEADERS IN MAJOR CORPORATIONS<sup>2</sup>

**617 MILLION CHILDREN AND YOUTHS** WORLDWIDE LACK BASIC MATHS AND LITERACY SKILLS<sup>3</sup>



## PREVENTING HUNGER

Good nutrition should be available to all, not just those who can afford it. We support 25 food banks across the world to provide nutritious meals to those in need. During Covid-19, demand for food rose significantly, so we donated an extra 1 million meals beyond our annual programme of around 700,000 meals.

# 1.7m

nutritious meals for people in need<sup>4</sup>

2025 TARGET: 3M MEALS



## PROGRESSING EQUITY, DIVERSITY AND INCLUSION

The open, honest and personal culture we've seen emerge this year has allowed our people to be far more candid about things we could do better at Tate & Lyle. One such area is equity, diversity and inclusion. We are listening to our people and taking actions to expand our ambitions.

# 32%

women in leadership roles<sup>4</sup>

2025 TARGET: GENDER PARITY



## SUPPORTING EDUCATION

We want everyone in our communities to have the opportunity to achieve their potential, and education is critical to long-term success. With schools closed during lockdown, we moved much of our traditional classroom support onto virtual platforms, with many of our employees taking part in virtual mentorship programmes for children and young adults.

# 14,000

children supported through educational programmes<sup>4</sup>

2025 TARGET: 100,000 CHILDREN

1 FAO: The State of Food Security and Nutrition in the World 2019 2 Women in the Workplace 2021, LeanIn.Org and McKinsey 3 United Nations 4 In the year ended 31 March 2021

**PREVENTING HUNGER**

# MATCHING OUR CONTRIBUTION TO GREATER NEEDS

Donating to, and working in food banks to help people in need in our local communities have a nutritious meal has been core to our community programme for many years. The Covid pandemic saw much higher demand, so we donated an extra 1 million meals above the 700,000 meals donated as part of our annual programme. Because of lockdowns, the pandemic also caused many vulnerable children to miss out on school food – often their only nutritious meal of the day. So in Argentina, Brazil, Colombia and the US, we ensured they were fed through a combination of mobile food trucks, school pantries and backpack programmes. Our support was much more than financial – employees all over the world found ways to help, whether through packing meal boxes, delivering meals, or calling up elderly people to make sure they were getting enough to eat.



Making and delivering meals with GoodTruck Brasil's mobile kitchen



Packing holiday meal boxes in Chicago, US so families could celebrate Thanksgiving



Food vouchers for our Italian food bank partner

**PROGRESS TOWARDS OUR 2025 TARGET**

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



## PARTNERING WITH NESTLÉ TO CREATE A CUSTOM MEAL FOR FOODBANK AUSTRALIA

Our team in Melbourne, Australia celebrated a special product launch in June 2021 – the first custom product made for Foodbank Australia: Nestlé’s MAGGI Hearty One Pot Casserole, containing our CLARIA® Functional Clean-Label Starch. This seasoning packet turns any combination of protein and vegetables into a tasty, hearty meal for six. Along with other industry partners, we donated our time and ingredients to this fantastic initiative, making delicious meals for people in need.



“We are so grateful to Nestlé and other partners like Tate & Lyle who have so generously donated their goods and services.”

**Brianna Casey**  
CEO, Foodbank Australia



## HEALTHY EATING, HAPPY LEARNING IN CHINA

Our child health improvement programme in China, 'Healthy Eating, Happy Learning', began in two schools in Shanghai in 2017. Its aim was to help improve children's diets and lifestyles, and tackle rising levels of child overweight or obesity, and the programme made a real difference to children in those schools. On the back of its success, we launched two new programmes for the 2021-2022 school year, starting in September 2021.

We partnered with the China Foundation for Poverty Alleviation to provide more than 2,000 children in nine schools in underdeveloped areas of China's Hebei and Hubei provinces with a nutritious daily meal. The programme will also upgrade the kitchen and canteen facilities at the schools to ensure they have the equipment needed to prepare healthy meals. Meanwhile, our own colleagues will work with experts from the Chinese national authorities to provide nutrition education for both students and teachers.

Our other programme will support the Anji Nan Bei Zhuang Kindergarten located near our stevia plant in Anji County, where we are donating milk for the children and new playground equipment.



We greatly appreciate Tate & Lyle's attention and focus on the nutritional status of children in China.

**Zheng Wenkai** Chairman, China Foundation for Poverty Alleviation

## PROGRESSING EQUITY, DIVERSITY AND INCLUSION

# IT'S TIME TO BE MORE AMBITIOUS

People are at their best when they feel they can be themselves, and businesses are at their best when everyone can be seen, heard and valued. This is why equity, diversity and inclusion together are a key business-wide priority for us, affecting our current and future employees, our customers, our supply chain and our communities. This is not simply because it's the right thing to do, but because our purpose demands it. We are investing long term in this area, starting with the appointment of a Chief Equity, Diversity and Inclusion Officer in April 2021, a new post at Tate & Lyle.

### PROGRESS TOWARDS OUR 2025 TARGET

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



### OPEN AND HONEST CONVERSATIONS PROMPT CHANGE

Our work on equity, diversity and inclusion started with our Employee Resource Groups (ERGs) – Professional Women's Network, LGBTQ+ Network and, launched this year, Black Employee Network – and our goal for gender parity in leadership roles, against which we have made good progress.

Our ERGs play an important role in enabling colleagues to experience solidarity, support, education, growth and development. During the year, over 500 employees took part in open, honest conversations around issues pertinent to International Women's Day, Juneteenth, Transgender Day of Visibility, Black History Month, and more. We also grew our community of 'allies', people who use their influence to support those who experience unequal treatment, training more than 230 employees, including our Executive team, on how to be an ally.

### FROM CONVERSATION TO ACTION

In April 2021, we hired our first Chief Equity Diversity and Inclusion Officer and team, and they began by meeting employees across our business to hear about their experiences and ambitions. These informed the development of our new strategy with its four pillars: systems, talent, culture and society.

Our current purpose target is to have gender parity in leadership roles – defined as our top three employee bands – by 2025, and we're pleased that in 2021 we reached 32%, up from 27% in 2020. From 2022 onwards we will be expanding this to gender parity in management roles as well – defined as our top five employee bands. But there is much more to equity, diversity and inclusion than binary gender, so we are setting new, actionable goals, framed around the four pillars, that encompass far more aspects of identity (see details on [page 22](#)).

Our equity, diversity and inclusion strategy belongs to all our people – everyone helped to create it and all will help shape its future. Supported by our leadership team, we launched '#EDIpledge' on our internal social network, Yammer, where people across the business shared a personal pledge to play their role in our equity, diversity and inclusion journey. By November 2021, we had over 400 pledges including actions like sponsoring a re-design of our recruitment process; having courageous conversations; learning about different perspectives; speaking up against injustice; visibly advocating for under-represented groups personally and professionally; and launching our first Employee Resource Groups in Latin America, the Middle East and Africa.

## OUR ED&I STATEMENT OF INTENT

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 are committed to all of our employees being **seen, heard and valued**, and our teams **reflecting the local communities** we serve.

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.

Over  
**230**  
employees trained as allies

# AN ACTION PLAN FOR A NEW ERA OF EQUITY, DIVERSITY AND INCLUSION

We have an opportunity to ensure our progress is both personal and institutional by integrating equity, diversity and inclusion into our culture and purpose. To make this real, we are launching a set of clear goals and targets, with a baseline of 1 April 2022. These span four pillars – systems, talent, culture and society – and are part of the legacy we aim to leave in the world.

## SYSTEMS

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

- By 2023, 50 high potential employees from under-represented groups will be sponsored for advancement
- By 2025, in each region, we will achieve parity in attrition rates and employee engagement scores on equity, diversity and inclusion between minority and majority groups

## TALENT

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

- By 2025, we'll achieve gender parity in leadership and management roles<sup>1</sup>
- By 2030, teams at all levels will be representative of their local communities

<sup>1</sup> Expands our existing purpose target from our top three employee bands (approximately 60 leaders currently) to our top five employee bands (approximately 600 leaders and managers currently).

## CULTURE

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

- By 2022, 10% of Employee Resource Group leaders' paid time will be spent on ERG work
- By 2025, employees, managers and leadership will spend 10, 15 and 20 hours each respectively on equity, diversity and inclusion training

## SOCIETY

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

- By 2030, employees will have spent 50,000 hours volunteering for projects aligned with our purpose and the UN SDGs, with an ambition to reach 20,000 hours by 2025
- By 2030, we will expand our spend with diverse suppliers globally, with interim goals achieved for North America supplier diversity by 2027



Our new ED&I strategy will set us on course to achieve many of our goals, fostering an inclusive culture where everyone can be seen, heard, and valued. I really believe the world (and the workplace!) can and will be a more equitable place because our company is in it.

**Lauren von Stackelberg** Chief Equity, Diversity and Inclusion Officer



SUPPORTING EDUCATION

# GOING VIRTUAL TO SUPPORT CHILDREN IN LOCKDOWN

Giving children a good start can make all the difference throughout their lives, which is why education has long been a priority for our community programme. 2021 was a really difficult year for many children who missed out on key parts of their education because of schools closing during the pandemic. Many of our programmes which involved going into schools, or bringing children to our sites, were cancelled. But, like the world of work, we did what we could to move education programmes online, and many of our employees switched to mentoring online too. Overall, we were pleased that we still succeeded in supporting 14,000 students of many ages and backgrounds through STEM grants (science, technology, engineering, maths), mentoring and other programmes.



Our São Paulo team went online through virtual lessons with partner Junior Achievement in Brazil



We donated books to MENTOR in Lübeck, Germany, helping volunteers and pupils read together on screen



We continued to make STEM grants to schools in our local communities across the US

**PROGRESS TOWARDS OUR 2025 TARGET**

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.



## FASTFUTURES STUDENTS CELEBRATE A SUCCESSFUL FIRST YEAR



In July 2020, along with other organisations in the UK including the National Health Service, we became a founding partner of FastFutures. This UK learning and skills programme helps thousands of people aged 18-22 from diverse and disadvantaged backgrounds into work. Since the programme began, a number of our UK employees have mentored students (virtually) one-to-one, and our senior leadership team has held skills-building Q&A sessions. We also held an interactive virtual tour of our production facility in Mold, UK showing our people at work. The programme has been really meaningful for our volunteers, as well as immensely helpful to the students.



My experience with FastFutures proved invaluable and exceeded my expectations.

**Chioma Abazie**



The encouragement I received from my Tate & Lyle mentor meant a great deal to me while applying for jobs.

**Vaida Arlauskaitė**



# CARING FOR OUR PLANET

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

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.

CLEANER AIR

USING WASTE BENEFICIALLY

USING LESS WATER

SUPPORTING SUSTAINABLE AGRICULTURE



# GOOD PROGRESS ON OUR ENVIRONMENTAL TARGETS

Thanks to the unwavering commitment of our employees and our capital investments, we made good progress against our environmental targets and commitments this year. We are now looking at how we can continue this progress and develop a path to carbon net zero for Tate & Lyle.



## CLEANER AIR

During the year, we completed our US\$150m multi-year capital investment programme to reduce greenhouse gas emissions, eliminate the use of coal and increase operational efficiency in our plant network.



## USING WASTE BENEFICIALLY

Most of our waste comes from our large corn wet mills in the US. This year we increased our work with local partners to use more of our waste beneficially to generate electricity or as nutrients on neighbouring farms.



## USING LESS WATER

Corn wet milling is a water-intensive process, and this is perhaps the most challenging of our targets. Most of our work this year has been to identify projects that will make material reductions in future years.



## SUPPORTING SUSTAINABLE AGRICULTURE

Corn is by far our largest agricultural raw material. Through our programme with Truterra, LLC in the US Midwest, we continued to support sustainable corn equivalent to the volume we buy globally each year.

### The climate emergency

**17** OF THE 18 WARMEST YEARS ON RECORD HAVE TAKEN PLACE SINCE 2001<sup>1</sup>

**26%** OF GLOBAL GREENHOUSE GAS EMISSIONS COME FROM FOOD PRODUCTION<sup>2</sup>

**17%** OF GLOBAL FOOD PRODUCTION IS WASTED<sup>3</sup>

**7%**

absolute reduction in Scope 1 and 2 GHG emissions<sup>4</sup>

**0.5%**

absolute reduction in Scope 3 GHG emissions<sup>4</sup>

**69%**

of waste beneficially used<sup>4</sup>

**1%**

reduction in water use intensity<sup>4</sup>

**1.5m**

acres of sustainable corn supported<sup>4</sup>

<sup>1</sup> wwf.org.uk <sup>2</sup> Our World in Data, 2020 <sup>3</sup> United Nations, 2020 <sup>4</sup> In the year ended 31 December 2020

# CLEANER AIR GREENHOUSE GAS EMISSIONS



**SCOPE 1 19%<sup>1</sup>**  
1,866,000 tonnes CO<sub>2</sub>e  
Direct emissions from our sites



GAS FOR  
MANUFACTURING



COMPANY  
VEHICLES

**SCOPE 2 6%<sup>1</sup>**  
578,000 tonnes CO<sub>2</sub>e  
Indirect emissions from  
the energy we buy



PURCHASED  
ELECTRICITY



PURCHASED  
STEAM

**SCOPE 3 75%<sup>2</sup>**  
6,721,000 tonnes CO<sub>2</sub>e  
The components of our Scope 3  
emissions are:

- 45% goods and services we buy (mostly corn)
- 37% use of our ingredients (mostly by customers)
- 10% fuel and energy related activities (not in Scope 1 or 2), investments, end-of-life treatment of sold products, employee commuting and business travel
- 6% downstream transportation
- 2% upstream transportation



PURCHASED  
GOODS AND  
SERVICES



PROCESSING  
AND USE  
OF SOLD  
PRODUCTS



TRANSPORT  
AND  
DISTRIBUTION



WASTE  
MANAGEMENT



BUSINESS  
TRAVEL

> We are re-calculating the carbon footprints of Tate & Lyle and NewCo in advance of their separation into two businesses, and will report the results next year.

<sup>1</sup> Independently verified by AECOM and included in its assurance opinion.

<sup>2</sup> Subject of AECOM's work to define our Scope 3 emissions in 2019/20; excluded from their assurance opinion.

# ELIMINATING COAL FROM ALL OUR OPERATIONS

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 long-term horizon. This is why our Board considers climate-related issues in its decision-making and why our greenhouse gas (GHG) emissions targets for 2030 have been validated as science-based by the Science-Based Targets initiative.

## REDUCING OUR SCOPE 1 AND 2 EMISSIONS

In the first year of our new 2030 GHG targets, we made a good start. Our target for Scope 1 and 2 GHG emissions is an absolute reduction of 30% by 2030, and in 2020 we achieved a 7% reduction. This was mostly due to our plants in Lafayette, Indiana and Decatur, Illinois beginning to transition out of coal and the greater use of renewable energy across our plant network.

During 2021, we completed the installation of new natural gas-fired heat and power systems at our Decatur and Lafayette plants, thereby completing our multi-year US\$150 million capital investment programme to reduce GHG emissions and increase operational efficiency. This meant that, in October 2021, we delivered on our commitment to eliminate the use of coal from all our operations, four years ahead of target.



## PROGRESS TOWARDS OUR TARGETS

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.



Invested over

# US\$150m

to reduce greenhouse gas emissions and eliminate the use of coal



**Nantong, China:** switched a heat source from fossil fuel to steam, reducing Scope 1 emissions by 65% while also saving costs



**Van Buren, Arkansas, US:** reduced overall energy usage by 7%, thanks to its continuous improvement programme



We were delighted that our Lafayette, Indiana plant along with our Loudon, Tennessee plant, received Energy Star certifications from the US Environmental Protection Agency again this year. These are awarded each year for outstanding energy efficiency performance, and our two plants are the only corn wet mills in the US to receive them.

<sup>1</sup> Measured by calendar year

### REDUCING OUR SCOPE 3 EMISSIONS

Our target for Scope 3 emissions is an absolute reduction of 15% by 2030, most of which we expect to achieve through our sustainable agriculture programmes (see pages 31 and 32). This year we achieved a 0.5% reduction.

We are looking at developing GHG reduction projects in other key categories that contribute significantly to our Scope 3 footprint, for example transport and goods and services such as packaging. Building partnerships with our suppliers, customers and other stakeholders across our value chain will be key to delivering our Scope 3 target.

### DEVELOPING A PATHWAY TO NET ZERO

Achieving carbon net zero by 2050 or earlier is a key goal for companies, institutions and countries alike. A team within Tate & Lyle, together with external experts, is currently working on building a tangible pathway for the company to carbon net zero. We will report on our plans in 2022.

We are keeping a close watch on how legislation and regulation are evolving in this area, and the development of technologies needed to address climate change, to ensure that the plans we put in place will achieve our objective of playing our part to tackle the climate emergency.

### TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

During the 2021 financial year, we began reporting for the first time against the Task Force on Climate-related Financial Disclosures (TCFD). The requirements of TCFD to report against governance, strategy, risk and metrics are a useful framework for analysing the potential risks and opportunities climate change presents for a business, and you can find our first TCFD report in our 2021 Annual Report.



All our facilities, regardless of size, have annual targets for air quality, waste and water that contribute to our global targets. Getting everyone involved helps us build a culture of continuous environmental improvement.

**Sara Leeman** Global Environmental Lead



New gas-fired heat and power system being delivered to our Decatur plant, Illinois, US



New gas-fired heat and power system in Lafayette, Indiana, US

## 2022: REVIEWING OUR TARGETS IN LIGHT OF CREATING TWO STANDALONE BUSINESSES

As part of the work to create two standalone businesses – Tate & Lyle and NewCo – we are re-calculating the carbon footprint of both companies as well as reviewing our water, waste and sustainable agriculture programmes to understand the impact for each business. The majority of our existing Scope 1 and 2 emissions come from our largest corn wet milling plants, which will become part of NewCo. Post separation, when NewCo becomes a key supplier to Tate & Lyle, the emissions relating to the products NewCo makes for Tate & Lyle will move into Tate & Lyle's Scope 3 footprint.

We will report the details of these changes in 2022, by which time the two businesses will be separated (expected in the first quarter of 2022).

**USING WASTE BENEFICIALLY**

# EXPANDING OUR PARTNERSHIPS FOR BENEFICIAL USE OF WASTE

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 2020, 69% of our waste was beneficially used, up from 61% in 2019. Our ambition is to reach 100% by 2030.

During the year, we focused on expanding our relationships with local partners and identifying new opportunities to beneficially use our main waste streams primarily through land application, renewable energy generation, animal nutrition and composting. Our progress was helped by significantly decreasing waste generated at our Loudon, Tennessee, US plant. By pressing water out of the organic solids from our process water, we were able to reclaim those nutrients for our feed co-product, diverting it from landfill and adding value to our products.

Looking ahead, changing regulations in the US around how waste streams are classified will make it even more important that we continue to develop partnerships with local companies who can beneficially use our waste in different ways.

**SMALLER SITES GO WASTE FREE**

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, engaging employees to make positive environmental choices, including switching from single-use plastic, such as coffee and water cups, to more sustainable alternatives. For example, our Van Buren, Arkansas, US site installed a watercooler, eliminating the use of 5,600 plastic bottles a year. Another small but effective change was the installation of a rubbish crusher at our Noto, Italy site, which compresses cardboard and paper waste, making it easier for it to be recycled.

**PROGRESS TOWARDS OUR TARGET**

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



Waste from our corn wet mills is used to fertilise local farmland in Tennessee, US

**TOP 5 SITES FOR BENEFICIAL USE OF WASTE**

**1=100%**  
Ossona, Italy

**1=100%**  
Mold, UK

**3 99.9%**  
Santa Rosa, Brazil

**4 99.2%**  
Dayton, Ohio, US

**5 97.1%**  
Koog, the Netherlands



USING LESS WATER

# DETAILED ANALYSIS TO ACHIEVE OUR TARGET

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, which means we need to ensure our use is sustainable not only for ourselves but for our local communities as well. Our target to reduce water use by 15% per unit of production by 2030 is perhaps the most challenging of our environmental targets, so it's encouraging that, in the first year, and while we were working on identifying bigger projects, we still made solid progress, reducing water use by 1%.

## PROGRESS TOWARDS OUR TARGET

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



## PILOTING WATER RECYCLING TECHNIQUES

Following a two-year global project to assess water risks and opportunities, we've been working to determine the investments we will need to meet our target. Because we make ingredients for the food industry, quite rightly there are stringent regulations over how water can be recycled and reused. So an important part of our work has been to determine what we can and can't do with recycled water.

To support this in a practical way, we have been testing a mobile water filtration device to pilot recycling techniques. We're using the device to test major wastewater streams from our plants, to understand what filtration would be needed for full-scale projects. From this work, we are assessing the capital investment plans needed to enable us to meet our water use reduction target.

In the meantime, we've made good progress at some sites in improving the quality of discharged water, and also recycling water. At our Decatur, Illinois corn wet mill, we added new filtration membranes to the wastewater treatment process that have reduced effluent solids by over 90%. This improves both the quality of water leaving the site and enables us to reuse the water produced.

We have also begun water studies at the largest plants that will remain part of Tate & Lyle when we separate into two businesses in 2022, to ensure that we will continue to make progress against our target in the years ahead.

## SAVING WATER WITH SEAL POTS

A seal pot is a system that enables the water required to cool and lubricate pumps to be reused. Installing 53 new seal pots on our pumps at our plant in Sagamore, Indiana, US, together with adjustments to dryer sanitation schedules, reduced the plant's water consumption by over 26 million gallons.



## SUSTAINABLE AGRICULTURE

# SUPPORTING FARMERS IN A CHALLENGING YEAR

Our commitment to supporting sustainable agriculture is fundamental to our overall ability to meet our Scope 3 greenhouse gas emissions (GHG) target because of the significant proportion of our climate impact that comes from agricultural raw materials. This year we continued to support sustainable farming equivalent to the corn acreage we buy globally each year through our sustainable agriculture programme in the US. We also launched a stevia grower outreach programme in China.

### OUR COMMITMENT

Support 1.5 million acres of sustainable corn, equivalent to the volume of corn we buy globally each year.

# 1.5m

acres maintained

### SECOND YEAR OF RESULTS OF OUR CORN PROGRAMME WITH TRUTERRA™

Our partnership in the US Midwest with Truterra, LLC, the sustainability business of Land O'Lakes, is our flagship sustainable agriculture programme. The first of its kind in our industry, this programme aims to help farmers understand the impact conservation practices will have on their fields and their profitability. 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. The programme has wider significance too, because sustainable agricultural practices aren't just about their environmental impact – they're about supporting farmers' livelihoods and local communities.

The programme has been running for three years and continues to support 1.5 million acres, more than 22,000 fields and over 1,800 farmers. While we have 1.5 million acres in the programme, we report results from 'retained acres' which are those acres that were in the programme in 2019 and 2020. Retained acres in 2020 were 1.24 million, or 86% of the acres in the programme.



Our sustainable agriculture programme, with its focus on environmental impact as well as livelihoods, is the perfect blend of two pillars of our purpose: caring for our planet and building thriving communities.

**Anna Pierce** Director, Sustainability

The Covid-19 pandemic made working directly with farmers more difficult, although we made the best use we could of virtual meetings. The results from retained acres in 2020 bear this out, with a modest improvement during the year:

- **2% reduction in GHG emissions**, equivalent to removing 2,430 cars from the road
- **1% reduction in topsoil erosion**
- **2% improvement in soil quality**, as measured by the Soil Conditioning Index

This year's work has given us a better understanding of the challenges growers face, and we are shifting our focus to place conservation agronomists to work directly with growers to accelerate change. So far, four conservation agronomists have been recruited for a portion of our enrolled acres.

# 1,800

US farmers in our sustainable agriculture programme



### SUPPORTING SUSTAINABLE STEVIA

Following our acquisition of the stevia business, Sweet Green Fields, in November 2020, we launched a stevia grower outreach programme in China in partnership with NGO Earthwatch and support from Nanjing Agricultural University – see case study on page 32.



We're excited to be continuing our work with Tate & Lyle, supporting stevia farmers' transition to a more environmentally sustainable way of farming.

**Maria Pontes** Director of Programmes & Partnerships, Earthwatch

## NEW STEVIA PROGRAMME HELPING FARMING FAMILIES IN CHINA SECURE A MORE SUSTAINABLE FUTURE

In 2021, in partnership with environmental charity Earthwatch and with support from Nanjing Agricultural University, we launched a sustainable stevia programme with growers in China who supply Sweet Green Fields, our newly acquired stevia business. The outreach programme will give farming families in Dongtai, East China training to help them modernise farming practices and achieve sustainability-related verification for their stevia. We expect it will help them economically too. And, since most of the smallholdings in the programme are managed by women and their families, it also supports our contribution to UN SDG 5, gender equality.

We launched the programme on the back of a study we commissioned from Earthwatch in 2019 which assessed the environmental impacts of different approaches to stevia production in China, where most of the world's stevia is grown. Demand for this plant-based, no-calorie sweetener is increasing, and so this programme is a win all round: better for customers, better for growers, better for the environment, and better for Tate & Lyle, since it enables us to live our purpose in its fullest sense – supporting healthy living, building thriving communities and caring for the planet.

# DOING BUSINESS WITH INTEGRITY

Working the Tate & Lyle way



# 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.

## Our values



### Focus on anti-bribery

We are completely opposed to bribery in all its forms, and our approach is set out in our Code, supplemented by our Anti-Bribery Policy. During the year we developed online training specifically on anti-bribery, and we identified 522 people working in sensitive roles such as sales and procurement who would need more in-depth, live training, conducted via MS Teams. This training is being rolled out.

It is just as important, of course, that anyone working with us or on our behalf also upholds our standards. And so, in 2020, we began rolling out our third-party compliance programme, with the objective of identifying and mitigating bribery and corruption risks. The programme starts with third parties completing a questionnaire; we carry out our own thorough background checks on each party; we include anti-bribery clauses in our contracts; and we require our third parties to certify compliance with both our Code and our Supplier Code of Conduct. Those most at risk must also complete our anti-bribery training.

Through our due diligence work we identified agents and distributors as those third parties most at risk, and so we rolled out our compliance programme with them. We identified 111 agents and distributors and, by the end of March 2021 61, or 55% had completed the programme, including training where necessary. We are working to take them all through the programme, and are also expanding it to third parties beyond this high risk group.

**61**  
agents and distributors completed our third-party due diligence compliance programme

### 2021 – A GOOD YEAR FOR TRAINING

We were pleased that, despite Covid, 2021 saw almost all eligible employees completing their training:

**97%**

Code of Ethics

**95%**

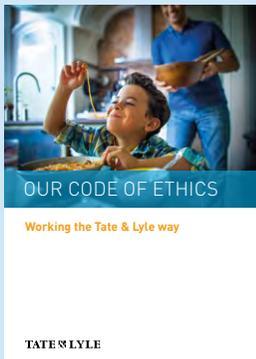
Competition law

**98%**

Human trafficking

**98%**

Trade secrets



[Read more online](#)

### A CODE FOR DAILY PRACTICE

Our Code, available in 10 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. Our suppliers and all who work with us must sign up to our Code's principles too.

We run training on the Code for all employees every year to help them do the right thing with confidence – this includes certifying compliance with the Code. And, we have special modules on particular areas of risk – competition law, human trafficking and trade secrets – for those whose jobs require it. We also require certain layers of management – currently 207 people – to certify that they have complied with our Code and compliance policies and have promoted them to their teams; and that they have raised any concerns to the Ethics and Compliance team. In 2021, all 207 did so.



### 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. We want to be able to say with confidence that everyone working on behalf of Tate & Lyle is treated equally, with respect, and so human rights is a key part of our new supplier audit programme.

### Upholding our standards throughout our supply chain

During 2021 we completed the risk assessment work for our new third party compliance programme. Aside from agents and distributors, those at high risk include suppliers of some raw materials, and packaging and warehousing partners, either because of the nature of the supply chains themselves, or because of their importance to Tate & Lyle. We determined that we would use the not-for-profit SEDEX system where possible, since it minimises the burden on suppliers by enabling them to share audits with all their customers. We will use SEDEX for auditing ingredients, chemicals and packaging suppliers, since it works well for manufacturing organisations; for raw materials, however, we are using globally-recognised verification systems for agriculture, and in some instances developing our own bespoke frameworks.

We are launching our supplier audit programme during the 2022 financial year, with a target of completing 75 high risk supplier audits by 31 March 2022.

75

supplier audits  
to be completed  
by 31 March 2022



Our general rule is, if something doesn't feel right, don't do it – and don't stand by while others do it either.

**Lindsay Beardsell** Executive Vice President,  
General Counsel

### Encouraging people to speak up

We strongly encourage people to raise concerns through our Speak Up confidential whistleblowing line, managed by an independent company, Safecall. It's advertised across our plants, labs and offices, on our intranet and in 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.

In 2021, 57 concerns were raised through Speak Up, compared with 70 in 2020. We believe this reduction is due to many people working from home, and far fewer interactions in person. We investigate every concern raised, but sometimes have multiple calls about the same issue. As a result, the number of concerns we investigated over the year was 49, and all were reviewed independently by our Head of Ethics and Compliance.

49

concerns  
investigated

### 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 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).

## 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 response to Covid-19

Our principles – and the need for people to take personal responsibility – became even more important during the pandemic. When it began in



We have received amazing support from Tate & Lyle throughout the pandemic with the personal touch of PPE for family members in primary healthcare services.

**Neels Poerstamper** Technical Services Manager, Kya Sand, South Africa

early 2020, the message from leadership was first and foremost to keep people safe. So we acted early and quickly, setting up a Global Pandemic Response Team, with clear guidelines for people to apply to their local situations, based on local data (e.g. infection rates). And our Chief Executive spoke to every plant manager across the world to offer his support and guidance. Our local leaders everywhere stepped up and took responsibility for the local response, which was no small task, considering the complexities of working out how to staff and operate a manufacturing plant 24/7 while avoiding spreading infection. The actions of our people have meant that all our manufacturing plants have remained operational during the pandemic.

The pandemic is far from over, however, and, despite the world beginning to open up, infection rates continue to rise in some countries. While infection rates for our employees on the whole have remained relatively low and vaccination rates are high at most sites, in the summer of 2021, three colleagues in the US very sadly passed away from complications due to Covid-19 caught away from our premises. Prior to that, a cleaning contractor at our facility in Mexico City also passed away from Covid-19 complications, again caught away from our premises. Covid safety protocols remain in place wherever necessary, so that the workplace is as safe as it can be for all.

## COVID-19 STATISTICS

Figures as at 30 September 2021 (since the pandemic started)

- 772 (15%) of our workforce (employees and contractors) tested positive
- 2,496 people quarantined, either from testing positive, waiting for test results, returning from visiting a high-risk area, or from potential infection from direct contact with someone else testing positive
- Three employees and one contractor sadly passed away due to Covid-19 complications

**A solid year for safety performance<sup>1</sup>**

Perhaps because Covid-19 reminded us all of the paramount importance of safety, we saw a good improvement in our lagging safety indicators – although having fewer people on site may also have contributed to this. Our recordable incident rate improved by 14%, with the number of incidents down from 52 in the 2019 calendar year to 42 this year. The lost-time rate was down by 5%. Within this, though, our contractor rate was higher, despite fewer injuries, because, due to Covid-19, contractor hours were 18% down on the previous year.

In terms of leading indicators, we had nine potentially severe events (PSEs), up from six in 2019. These included fires which were extinguished effectively and spills which were contained. All were investigated by our Incident Review Board (meeting virtually), which is attended by senior leadership and plant and site managers, and action plans were shared with all our plants to ensure everyone learnt the lessons.

**Increasing our focus on wellbeing**

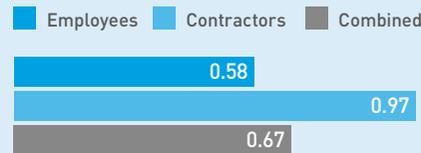
The pandemic has shown each and every one of us how important personal wellbeing is to our overall health and safety. As a result, we have added a health and wellbeing element to J2EE, and are investing in growing our network of Mental Health First Aiders from the current 10 in the UK to over 80 around the world. We’re also launching a variety of initiatives focused on mental health including training for people managers.

**PERFORMANCE IN 2020**

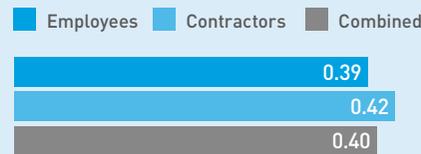
**Leading indicator – PSEs**

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

**Recordable incident rate<sup>1</sup>**



**Lost-time rate<sup>2</sup>**



1 Number of injuries requiring treatment beyond first aid per 200,000 hours.

2 Number of injuries that resulted in lost-work days per 200,000 hours.

**Number of incidents combined**

**42**

**Number of lost-work and restricted work cases combined**

**25**



Our improved safety performance this year is testament to our colleagues’ commitment, dedication and how much they care for each other.

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

**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

We report safety performance by calendar year, so the figures in this report are for calendar year 2020, with the exception of the Covid-19 statistics. For EHS reporting purposes, employees include all those at Tate & Lyle owned operations and joint ventures, and we also include contractors.

# APPENDICES AND UNGC INDEX



# APPENDIX 1: DATA

This table lists the non-financial data we publish. All data is for the financial year ending 31 March 2021, with the exception of environmental and health and safety data which is measured by calendar year, and so is for the year ended 31 December 2020.

METRIC	PERFORMANCE
<b>ENVIRONMENT (data for year ended 31 December 2020)</b>	
Reduce greenhouse gas emissions (Scopes 1 and 2) from energy use by 19% per tonne of production by 2020 against 2008 baseline	25% reduction
Reduce absolute Scopes 1 and 2 greenhouse gas emissions by 30% by 2030, with an ambition to reach a 20% reduction by 2025 against 2019 baseline	7% reduction
Reduce absolute Scope 3 greenhouse gas emissions by 15% by 2030 against 2019 baseline	0.5% reduction
Greenhouse gas emissions	Scope 1: 1,866,000 tonnes CO <sub>2</sub> e Scope 2: 578,000 tonnes CO <sub>2</sub> e Scope 3: 6,721,000 tonnes CO <sub>2</sub> e
Energy use	36,444,000 gigajoules
Energy use intensity	4.94 gigajoules per tonne of production
Use 100% of our waste beneficially by 2030, with an ambition to reach 75% by 2025	69% reduction
Waste to landfill intensity	6.32 tonnes per 1,000 tonnes of production
Reduce waste to landfill by 30% by 2020 from 2008 baseline	37% reduction
Reduce water use intensity by 15% by 2030	1% reduction
Water use intensity	4.53 cubic metres per tonne of production

## APPENDIX 1: DATA

METRIC	PERFORMANCE
<b>EMPLOYEE PROFILE (data at 31 March 2021)</b>	
Number of employees	4,441
Employees by geography	North America – 47% Europe – 28% Asia Pacific – 14% Latin America – 10% Middle East and Africa – 1%
<b>GENDER DIVERSITY (data at 31 March 2021)</b>	
Board	Men – 70%; women – 30%
Executive Committee	Men – 60%; women – 40%
All employees	Men – 70%; women – 30%
Women in leadership roles (top three employee bands)	32%
Women as senior managers, including statutory directors	24% (33 women out of 136 senior managers)
<b>CODE OF ETHICS (data for year ended 31 March 2021)</b>	
Concerns raised through Speak Up (whistleblowing programme), either directly or through our independent third-party partner, Safecall	57
<a href="#">Modern slavery statement</a>	Published on our website
<a href="#">Supplier Code of Conduct</a>	Published on our website
<b>HEALTH AND SAFETY (data for year ended 31 December 2020)</b>	
Number of recordable incidents	42
Recordable incident rate (number of injuries requiring treatment beyond first aid per 200,000 hours)	Total: 0.67 Employees 0.58 Contractors 0.97
Number of lost-work cases and restricted work cases (combined)	25
Lost-time rate (number of injuries that resulted in lost-work days or restricted work days per 200,000 hours)	Total 0.40 Employees 0.39 Contractors 0.42
Potentially severe events (events or incidents which could have resulted in a major or severe incident)	9

# APPENDIX 2: UNGC INDEX

Tate & Lyle is proud to be a signatory to the United Nations Global Compact, and this report serves as our annual Communication on Progress. This index shows where we have reported on each of the UNGC's 10 principles.



UNGC PRINCIPLES		WHERE REPORTED
<b>HUMAN RIGHTS</b>		
<b>Businesses should:</b>		
Principle 1	Support and respect the protection of internationally proclaimed human rights	Pages 34 and 35 <a href="#">Modern slavery statement</a>
Principle 2	Make sure that they are not complicit in human rights abuses	Pages 34 and 35 <a href="#">Modern slavery statement</a>
<b>LABOUR</b>		
<b>Businesses should:</b>		
Principle 3	Uphold the freedom of association and the effective recognition of the right to collective bargaining	<a href="#">Code of Ethics</a>
Principle 4	Eliminate all forms of forced and compulsory labour	<a href="#">Modern slavery statement</a>
Principle 5	Abolish child labour	<a href="#">Modern slavery statement</a>
Principle 6	Eliminate discrimination in respect of employment and occupation	Pages 21 and 22

UNGC PRINCIPLES		WHERE REPORTED
<b>ENVIRONMENT</b>		
<b>Businesses should:</b>		
Principle 7	Support a precautionary approach to environmental challenges	<a href="#">Pages 24 to 32</a>
Principle 8	Undertake initiatives to promote greater environmental responsibility	<a href="#">Pages 24 to 32</a>
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	<a href="#">Pages 24 to 32</a>
<b>ANTI-CORRUPTION</b>		
<b>Businesses should:</b>		
Principle 10	Work against corruption in all its forms, including extortion and bribery	<a href="#">Pages 34 and 35</a>

## PHOTO CREDITS

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PAGE

1	Family – Thomas Barwick
3	Soup – Irena Jovanovska/EyeEm Dessert – MAIKA 777 Iced tea – ATU
6	Supermarket – d3sign
7	Yogurt – Ben Monk Boxes – Virojt Changyen Cham Lemonade – Issa Jawasreh/EyeEm
14/15	Flags – pop_jop
15	Tomatoes – Carlos E Serrano
25	Cleaner Air – d3sign
26	Sky – Shunli Zhao Waste icon – Rakdee Power industry icons – cnythzl
30	Lake – Cristina Cristo/EyeEm

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