

Our people: Embedding our culture to accelerate change

It's been an exciting year for our people as they embraced the opportunities of the new Tate & Lyle.

It's been another busy year for our business and our people, but an inspiring one as we experienced our first year as the new Tate & Lyle. Despite having to deal with an uncertain and challenging external environment, our people have stepped up once again to live our purpose, build our culture and serve our customers. Becoming new Tate & Lyle at the start of the year has given us the chance to thoughtfully and intentionally evolve our culture, driving an increased sense of empowerment and offering our people more opportunities to develop and progress. Alongside this, we've continued to build our Employee Resource Groups, emphasising equity, diversity and inclusion in everything we do.

Encouraging new behaviours

Separating into two businesses in April 2022 was a bold move, and that sense of boldness and ambition is something we want to make a central part of our culture moving forward. Tate & Lyle has always been a place for explorers and experimenters, and we want everyone to 'find their innovator and disruptor within'. To this end, at the start of the year, we established four behaviours (see opposite) to encourage our people to have the courage to experiment, share ideas openly, and respond with agility.

Change starts at the top, so this year we trained our Global Leadership Team on our behaviours and how to bring them to life in all our different environments, from office to lab to plant. This equipped our leaders to have the right conversations to kickstart the behaviours within their teams. We want the behaviours to stretch everyone, which means encouraging all our people to focus on the one that comes least naturally to them. It's been very encouraging to see people sharing their behavioural goals and successes, either individually, within their teams or through Yammer, our internal social media channel.



Our annual employee survey showed an encouragingly high level of engagement with the new Tate & Lyle.

Tamsin Vine
Chief Human Resources Officer

Increasing employee engagement

Each year we carry out a global employee engagement survey called 'Have your Say'. This survey is confidential and managed through an external platform. The scores in our latest survey, which we carried out in November 2022, showed most of our key measures improving and an encouragingly high level of engagement with the new Tate & Lyle. The response rate was 82%, compared with 64% in 2021.

Our overall engagement score is based on answers to two questions: 'How happy are you working at Tate & Lyle?' and 'Would you recommend Tate & Lyle as a great place to work?' This year, we scored 75%, compared to 70% in 2021, with all regions showing an improvement. This suggests that our people remain engaged and committed, and excited about the opportunities our business brings. We also scored highly in progressing equity, diversity and inclusion at 82% reflecting the focus of leadership in this area and ownership at a grass roots level across the organisation.

There's always more to do, though. While scores were generally high, the survey underlined that we can do more on creating an environment where people can take control of their careers and progress in a way that works for them. Of our four behaviours, 'creating flow' scored lowest at 68%, with comments suggesting there's more we can do to help our people get things done. So we're looking at how we can streamline bureaucracy and, where relevant, automate processes.

Building a creative and dynamic culture

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

Be curious

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

Bring challenge

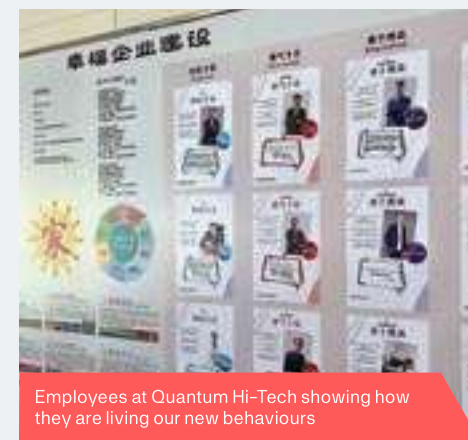
Invite it; be open to feedback; call out alternatives to improve; say what's needed in the moment

Create flow

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

Have courage

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



Our people continued



Our Active Team in Łódź, Poland, organise events to keep colleagues physically active

Focusing on wellbeing

Caring for our people's physical and mental health is central to our purpose. This is shown in many ways, not least by our health and wellbeing purpose target, which is measured through our annual employee survey each year. This year, 75% of our employees told us that we actively supported their wellbeing, up from 71% in the previous year. Wellbeing is also a core element of our Journey to Environment, Health, Safety, Quality and Security Excellence (J2E) programme (see more on page 51). Through J2E, teams at each of our sites track what's being done to care for the wellbeing of our employees through initiatives such as training events, healthy eating information, running groups and education sessions.

We continue to make a big effort to support our people's mental health, increasing our number of employee Mental Health First Aiders to more than 100 across the world. Key to mental health is being able to talk about it openly, which is why in November 2021 we launched a new Employee Resource Group (ERG), Happy Healthy Minds, sponsored by two senior leaders from our Executive Committee. The Happy Healthy Minds team holds monthly online sessions, open to all, providing a safe space where colleagues can come and talk about anything that

concerns them. We also support colleagues' own initiatives such as yoga sessions, coffee mornings and singing or exercise groups. In addition, we encourage people and their families to use our free counselling service, offered as part of our global Employee Assistance Programme.

Working in a hybrid world

The Covid-19 pandemic may be over, but a number of the working habits we developed in response to it have stuck. Many people are used to working away from offices and feel they get more done that way. Others thrive in an office environment and have jumped at the chance to come back to it. Our challenge is to find an approach to hybrid working that suits everyone, and that keeps us all connected to each other with the right mix of communication. Rather than dictate a business-wide approach to hybrid working from the centre, we've encouraged team leaders to find the blend that works for them without forgetting, of course, that many who work in our plants cannot do so from home.

A good example of our new hybrid office workspace is our head office in central London which opened in February 2022. The central idea behind the new office was to create an open,

Employee profile

At 31 March 2023

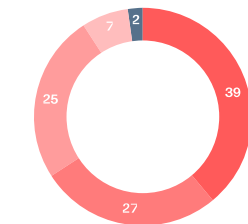
Number of employees

3,604

(2022: 4,591¹)

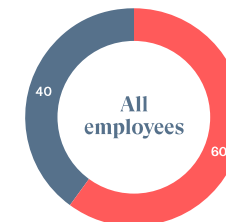
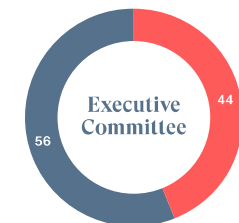
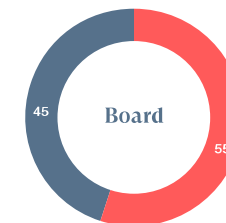
¹ Includes 1,424 employees who transferred to Primient on 1 April 2022.

Employees by geography (%)



- Europe 39%
- North America 27%
- Asia 25%
- Latin America 7%
- Middle East and Africa 2%

Gender diversity (%)



- Men
- Women

Our people continued



Events were held by colleagues across the world to celebrate the launch of the new Tate & Lyle brand on 31 January 2023

contemporary and flexible space where people can come together to collaborate and connect. This experiment has worked well with high levels of employee engagement, and over time we are looking to create similar spaces for colleagues across the world.

Adapting our communications

During lockdowns, quantity of communication was what mattered, to help keep us all connected. This year, with limited or no Covid-19 restrictions in place, we adapted our approach and used a blend of methods to suit a hybrid workforce. Our leaders continued to use virtual cafés, videos and newsletters to connect with colleagues, as well as encourage discussion and debate through our internal social media channels. Our leaders also started to visit our sites once again to hold physical townhall meetings and face-to-face discussions with colleagues.

The launch of the new Tate & Lyle brand in January 2023 was not only an important milestone in the transformation of the business, but also a great way to engage our employees and encourage them to embed our new culture. On the day we launched the new brand, we held events for employees across our sites as well as hosting webinars and virtual cafés with our Chief Executive. At the heart of the brand is our new narrative – ‘Science, Solutions,

Society’ – the promise we make to our customers and how we will deliver our purpose. Our new brand and narrative have been well received by employees, and have also attracted new people to Tate & Lyle who aspire to work for a business with a genuine sense of purpose.

Rewarding and recognising our people

Fair, performance-based recognition is fundamental to people’s motivation. We ensure our remuneration packages are fair by benchmarking them regularly against the market. In our approach to the salary review this year, we were particularly attentive to inflation and cost-of-living pressures faced by people in many of the countries in which we operate, and increased salaries more for those who earn less. In addition, in 2022, we made a one-off support payment of €1,150 to eligible colleagues in Europe earning up to €60,000 a year, making separate arrangements for roles subject to collective bargaining agreements. We also recognise that the success of the business is a collective effort, which is why we continue to recognise the majority of our employees with at least six months’ service with some form of discretionary reward or recognition for the year.

But we know that recognition is about far more than pay. This takes many forms, from localised moments in team meetings, through to large events which recognise truly exceptional behaviour. For example, the Executive Committee nominates at least one person or team each month for special recognition; and people are encouraged to highlight colleagues’ achievements and contributions through our internal social media channels.

In January 2023, we launched a new Group-wide recognition programme called the ‘Above & Beyond Heroes Awards 2023’. This programme enabled employees to nominate for an award one or more colleagues who had made a big difference to the way people work, overcome significant challenges or achieved remarkable things. We were delighted to receive more than 700 nominations in eight different categories, and there was also a Chief Executive’s Special Award. As well as a cash award for each winner and a presentation at their local site, we donated US\$1,000 to a charity of each winner’s choice in line with our purpose.

Nurturing development

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

LinkedIn Learning is a fundamental part of this mix, with more than 18,000 courses in 13 languages. We also use our Company-wide Workday platform to offer over 1,600 learning and training courses.

During the year, we launched a new ERG called LaunchPad to support career development across the Group. LaunchPad has created a safe, creative and inclusive environment for colleagues who want to grow their career by sharing knowledge and experience, creating connections, nurturing curiosity, and giving insights on career paths. We also introduced a new podcast called ‘Spark’ hosted by our Talent and Learning Team. It’s an opportunity to have informal conversations with our leaders, including our Chief Executive, on topics of interest, including their career, learning, performance and leadership.

Our people continued

Code of Ethics

Our Code of Ethics helps everyone make the right choices in their day-to-day work. It's essential that we all know about it and understand it, which is where training comes in.

11

Languages

98%

% of employees trained in the Code

99%

% of employees (who need it) trained in modern slavery/human trafficking

98%

% of employees (who need it) trained in trade secrets

98%

% of employees (who need it) trained in the Criminal Finances Act

Policies

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

- Competition (Anti-trust)
- Gifts and Hospitality
- Anti-Corruption/Bribery
- Engagement of Third Parties
- Trade Compliance
- Whistleblowing

Doing business the right way

Our values of safety, integrity and respect are the cornerstone of our business. We expect everyone who works at Tate & Lyle, or who works with us, to act in line with these values, and they're a key part of the due diligence we do when we consider an acquisition. We set out what 'doing business with integrity' means in our Code of Ethics, currently available in 11 languages.

We publicise the Code widely across Tate & Lyle, including through e-learning for everyone and face-to-face training, either in person or online, for areas of particular risk. This year, we've focused especially on training people at our newly acquired sites. The Code is lived from the top by our Board and Executive Committee. We strongly encourage people to report breaches through our Speak Up whistleblowing programme, which we advertise in all our plants and offices, on our intranet and through other internal communications. This reflects our belief that prevention is the best approach – if people understand what's expected of them and why, they're more likely to do the right thing.

Raising concerns

We continue to communicate the importance of raising anything that doesn't look right. This led to 38 concerns being reported to Speak Up or through other whistleblowing channels, compared with 54 in 2022 (prior to the sale of Primient). We consider the number this year to be proportionate for the size of our new business, and we are pleased to have seen greater variation in the types of concerns being reported, as well as reports coming from different regions. For instance, we saw an increase in concerns raised in Asia for the second year running, which tells us that our message about ethical business is finding a receptive audience.

We investigate every concern raised, but sometimes have multiple calls about the same issue or reports where not enough detail is given to enable a fair investigation. As a result, the number of concerns we investigated this year was 35. We treat any concern raised as whistleblowing, which means it is reviewed by our Head of Ethics and Compliance.

Equity, diversity and inclusion

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. 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 look to embrace equity, diversity and inclusion in everything we do – in our policies and systems, developing new ways of working, educating our people, and hiring new people. In 2022, we set targets for the next eight years to measure our progress (see page 47), and established a dedicated team to progress equity, diversity and inclusion within the business.

What equity, diversity and inclusion means to us

Over the last two years, we have held hundreds of conversations in our plants, labs and offices around the world to establish definitions of these three words that resonate with our people. Here is what we came up with together:

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

The simple way we think about these three words together is that equity is our impact; diversity is a fact; and inclusion is the act.

Our equity, diversity and inclusion strategy

Our strategy, which has been developed with our people, helps us to integrate equity, diversity and inclusion into our culture and purpose by focusing on four pillars:

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

Our people continued

Progress on gender diversity

At 31 March 2023

45%

Women on our Board

56%

Women on our Executive Committee

44%

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

35%

of 103 employees

Women in senior management, including
statutory directors

UK gender pay gap reporting

Although we are below the legislative threshold for UK gender pay reporting, we publish details of our UK gender pay gap on our website. Our UK employee population is about 7% of our global employee population. Using the UK government's methodology, the UK gender pay gap at April 2022 (the latest reported figure) was 9.6% in favour of women. This is primarily due to the number of women in senior roles at our global headquarters in London.

UK median gender pay gap (at April 2022)

9.6%

in favour of women

We're taking a number of actions for each of these pillars to progress equity, diversity and inclusion across the organisation including:

- Redesigning our recruitment and performance process to mitigate for bias, diversify our talent pipeline and produce more equitable retention and advancement opportunities
- Pursuing more inclusive and localised benefits that better reflect the needs of our people
- Increasing the membership of our ERGs, including 'allies', people who use their influence to support those who experience unequal treatment
- Understanding who is in our global workforce and what their experiences are of inclusion, equity and 'allyship', mainly through our annual employee survey and demographic data collection
- Modernising and scaling up our learning programmes around equity, diversity and inclusion to build people's capabilities and confidence

Progress against our targets

In 2022, we established a number of targets over the eight years to 2030, with a baseline of 1 April 2022, to measure our progress on equity, diversity and inclusion across the four areas of our strategy. More details can be found on page 47.

We are making good progress on our commitments, notably this year we implemented a policy whereby 10% of ERG leaders' paid time is to be spent on ERG work. ERG leaders report that, on average, between 5% and 20% of their time each month is spent on ERG work.

Employee Resource Groups

Our ERGs play an important part in enabling colleagues to find support, education and development, as well as driving change across the organisation. They are strategic, self-organised groups that work to advance equity, diversity and inclusion in our workplace and local communities, helping to connect under-represented groups across Tate & Lyle and cultivate a sense of belonging. We have six groups:

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

Local regions can also set up ERG chapters or sub-groups. For example, employees in Latin America set up their own sub-group of the IGNITE network.

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

Employment policies

Our employment policy is to select the best candidates for every position regardless of age, disability, marital or civil partnership status, pregnancy or parental/care-giving responsibilities, race, ethnic or national origin, nationality, religion or belief (including lack of belief), social background, gender, gender reassignment or sexual orientation.

With the support of our ERGs, we've been reviewing all our policies with an equity lens so we can be sure that the Company we're building is based on inclusive foundations, and with respect for every individual's needs.

For example, in April 2022, we introduced a new Equal Parental Leave Policy. This new policy provides employees across the world with a minimum of 16 weeks of fully paid parental leave, covering birth, adoption, foster-to-adopt and surrogacy. It applies to all parents and prospective parents regardless of gender, marital status and sexual orientation, and allows employees to take parental leave any time within the first 12 months of a child entering the home.

In addition, in 2022 we launched our Domestic Abuse Policy which sets out the support we provide to employees who are suffering domestic abuse. The policy also describes how managers and colleagues can recognise the signs of domestic abuse and hold supportive conversations with victims.

Equity, diversity and inclusion: our 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.

Our people continued



Our targets for equity, diversity and inclusion

We have a set of clear goals and targets spanning our four equity, diversity and inclusion pillars – systems, talent, culture and society. These enable us to measure our progress and integrate equity, diversity and inclusion further into our culture and purpose.

The baseline for each target is 1 April 2022. We measure progress annually on 31 March.

Systems

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

2024

30 high potential employees from under-represented groups will be sponsored for advancement¹

2026

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

Culture

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

2023

10% of Employee Resource Group leaders' paid time will be spent on ERG work. This target was met on 31 March 2023

2026

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

Talent

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

2026

We'll achieve gender parity in leadership and management roles

2030

Teams at all levels will be representative of their local communities

Society

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

2030

Employees will have spent 30,000 hours volunteering for projects aligned with our purpose and our priority UN SDGs, with an ambition to reach 10,000 hours by 2025¹

2030

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

¹ Adjusted to take into account the change in our employee footprint following the sale of Primient.