

Our Journey to Excellence

Health and safety

Environment

Health and safety

Keeping people safe and well at our sites is our primary concern, whether they work for us or with us. Any site work comes with built-in risks, and so it's up to us to work together to identify these risks, manage them and own them. It's a shared responsibility and a collective effort by everyone, regardless of what they do.

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

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

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, without judgement, to understand why accidents happen. It's at the heart of every good safety programme.

Our 2022 safety statistics

In 2022, our lagging indicators – recordable incidents and lost time – both showed an increase. This is principally due to the inclusion, for the first time, of results from our new acquisition, Quantum, in China. We typically see this with new acquisitions which are just at the start of their J2E journey, and expect to see improvements in the years ahead. However, we also saw an increase from six to eight in potentially severe events (PSEs), our key leading indicator which helps us focus on areas of potential risk.

Performance in 2022

We report safety statistics by calendar year. Statistics for previous years have been restated to exclude Primient.

Leading indicator – PSEs

8

(2021: 6)

Number of incidents

35

(2021: 30)

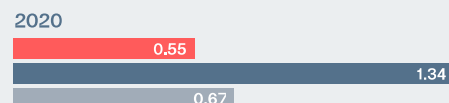
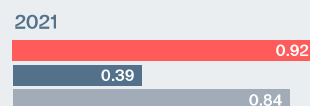
Number of lost-work and restricted work cases

27

(2021: 22)

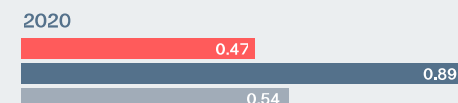
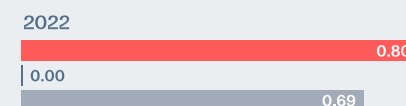
Potentially severe events (PSEs) are events or incidents which could have resulted in a major or severe incident.

Recordable incident rate¹



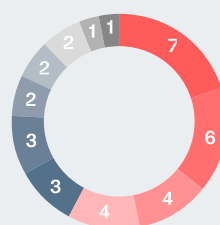
● Employees
● Contractors
● Combined

Lost-time rate²



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

Number and nature of accidents



● Struck by or against 20%
● Body position or posture – bend, lean or twist 16%
● Forceful exertion, pushing or pulling 11%
● Lowering, lifting or carrying 11%
● Caught in, under, on or between 9%
● Falls, same level 9%
● Contact with sharp object 6%
● Slip, trip or fall 6%

● Stepped on an object 6%
● Contact with a chemical or other substance 3%
● Exposure to noise 3%
Total 100%

Our Journey to Excellence

The big win for us this year was our contractors having no recordable injuries across the business. This is the result of engaging contractors even more closely in our safety programmes and risk-assessing activities, as well as listening to them to find out what we can do better.

Our McIntosh, Alabama, US site was the first to reach tollgate 7 in our J2E programme (see case study). Our challenge is now to maintain our safety culture as we bring new people into our operations. We were pleased that our Anji, China, site, one of our most recent acquisitions, had an excellent year, having really embraced the principles of our J2E programme. In Europe, our site at Koog, the Netherlands reached 1 million hours with no lost time, and was recognised by the industry association, Starch Europe.

Learning from potentially severe events

When major, severe or potentially severe events (PSEs) happen, the site manager reports them to our Incident Review Board (IRB). This is led by the Senior Vice President, Global Environment, Health, Safety, Quality and Security, and is attended by senior leadership from Global Operations, as well as plant and site managers. The IRB is an open forum that asks:

- Do we understand what happened?
- Do we understand the root cause?
- Have we defined the right action to stop it happening again at this site?
- What do we need to do at other sites in a similar position and with similar equipment, processes, products or procedures?

The corporate EHS team tracks any actions decided by the IRB until they're complete. The IRB considered eight PSEs in 2022. One of the most significant was at our Gemacom plant in Brazil, where a starch tank malfunctioned, causing the slurry inside to overflow into the production area and outside the building. No one was hurt and our investigation showed that the tank, installed before we bought the facility, had manufacturing faults that were invisible to inspections. As a result, we're updating our inspection standards across all our plants and reinforcing tanks to prevent a similar incident elsewhere. This is in line with our principle of sharing the IRB's findings and action plans with all sites to make sure everyone learns the lessons.

Health and safety

Responding to Covid-19 in China

For most of the world, 2022 meant a return to at least some semblance of normality after the Covid-19 pandemic. But our teams in China faced ongoing challenges and lockdowns through to December 2022 when Covid-19 restrictions were lifted. The lifting of restrictions led to a rapid increase in cases of Covid-19, including for many of our own employees (although everyone recovered well). While each of our three plants in China experienced some disruption from absent or quarantined employees, the plants kept running and our teams ensured we continued to serve our customers.

Supporting our people's wellbeing

Our J2E programme not only focuses on physical health but also mental health. Because of the importance of wellbeing to people's health, we track measures for wellbeing at every site as a core element of the J2E programme. The pandemic heralded a shift to hybrid working across the world, and, while this more flexible approach suits many people, it can leave others feeling disconnected from their teams. Many of our sites are still working to find the right balance between working from home and being in the office, while, of course, many in our plants cannot work from home because of the nature of their roles. See more about how we support our people's wellbeing on page 43.

Looking ahead

Our overall focus remains unchanged – the ongoing, day-to-day work to keep each other safe at all our sites. As we look to grow our business, integrating new acquisitions will continue to be a key activity, as it has been over the last two years. We'll be looking at how we can enhance our M&A processes to help us integrate new acquisitions more smoothly, and further strengthen the emphasis on our people's safety, health and wellbeing.

We'll also continue to press on with J2E, taking advantage of the momentum we've been able to build since the pandemic. Our ambition for the year is for all sites to have passed tollgate 5, which will bring them under the umbrella of ISO certification, with the exception of small offices, labs and sites acquired within the last three years.

Environment

**McIntosh reaches tollgate 7**

Our sucralose plant in McIntosh, Alabama, US, has become the first to pass tollgate 7, the highest level in our J2E programme.

Our J2E assessment team looked at the plant's progress over the last four years and spoke to employees and contractors. Their verdict was that all employees are involved and engaged in J2E topics, and that they 'do things right all the time, including when no one is watching'. Managers make a point of being at the front line, talking to staff and reinforcing the value of J2E. And there's no hesitation to use the Stop Work Authority to halt work when something doesn't look right, regardless of whether an employee, contractor or visitor is involved.



I'm very proud of our team and what we have accomplished throughout the J2E so far. Excellence is only possible in a team that truly cares about each other, the community and the success of our business, and this team cares deeply.

George Parten
Plant Manager, McIntosh, Alabama, US