

# Health and safety: Maintaining good progress



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

As a global business that manufactures and blends ingredients made from agricultural crops, our priorities are the health and safety of the people who work for and with us, and consideration for the environment – which we summarise as EHS. Our work is supported by our Journey to Environmental, Health, Safety, Quality and Security Excellence (J2E) programme, which helps ensure everyone is working to the same high standards.

Consistency is especially important in times of change, and we've already begun integrating our seven CP Kelco manufacturing sites into J2E. Full integration is a long-term process, but we have a head start since our new colleagues share our strong commitment to health and safety and already have some excellent processes in place.

Our task is to create a clear, unified approach, blending expertise from both companies to create a stronger organisation that is even better prepared to manage the risks associated with running manufacturing sites. Because we report health and safety data by calendar year, we describe Tate & Lyle's performance this year, excluding CP Kelco, on page 51, and will include CP Kelco's data in our 2025 calendar year results in next year's annual report.

While we will adapt elements of our existing approach, what won't change is our overall commitment to the safety and wellbeing of everyone who works for and with Tate & Lyle. We continue to expect employees, contractors and third parties to:

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

Our approach is about more than just following rules. It's about having a mindset that keeps us aware of, and allows us to eliminate or control, our risks, and a willingness to challenge each other, without judgement, to understand why accidents happen. Our performance this year shows why that willingness is so important, with significant improvement in some areas and more sites passing through J2E 'tollgates', somewhat offset by a rise in our recordable incidents.



It's encouraging to see the continued enthusiasm for our J2E programme across all our sites.

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

## J2E AIMS TO...

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

## HEALTH &amp; SAFETY CONTINUED

## EHS governance, systems and reporting

### Governance

Our EHS Advisory Board oversees J2E and reviews performance. It meets quarterly and is made up of senior executives, including the Chief Executive. The Board of Directors receives updates on EHS performance at every meeting, and a more detailed review of progress once a year. We explain our sustainability governance framework in the Environment section on page 55.

### Systems

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

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

### Public reporting

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

## Our 2024 safety performance<sup>1</sup>

This year saw Tate & Lyle's best performance since we launched J2E against two of our key indicators. Potentially severe events (PSEs) were down 89%, and our lost-time rate was down 21%. This progress is, once again, thanks to our people's commitment to keeping each other safe, as well as a renewed focus on key activities, such as active reporting, stopping potentially unsafe work and reviewing permits before work begins.

Despite these improvements, we saw a 28% increase in our recordable incident rate, even though they did not necessarily result in lost time. Our analysis identified a rise in the number of injuries involving hands or working at height, so in February 2025, we launched a new hand safety campaign highlighting some of the most common risks and how to avoid them. Nonetheless, while no one should leave our sites injured, we were pleased that the severity and number of lost-time incidents continued to fall, with no severe injuries at any of our sites since 2018.

Early in 2024, we noticed that some of our leading indicators, such as safety observations and near miss reports, were not heading in the right direction. To address this, we carried out formal sessions at our sites to help teams refocus on the importance of active reporting, stopping work when they see something unsafe, reviewing permits and conducting risk assessments before starting work. As a result, over the full year, we saw a significant improvement, with the number of near miss reports increasing 11% and the number of reported EHS concerns rising 15%. However, we still have work to do to improve the number of safety observations reported, which were down 8% in the year.

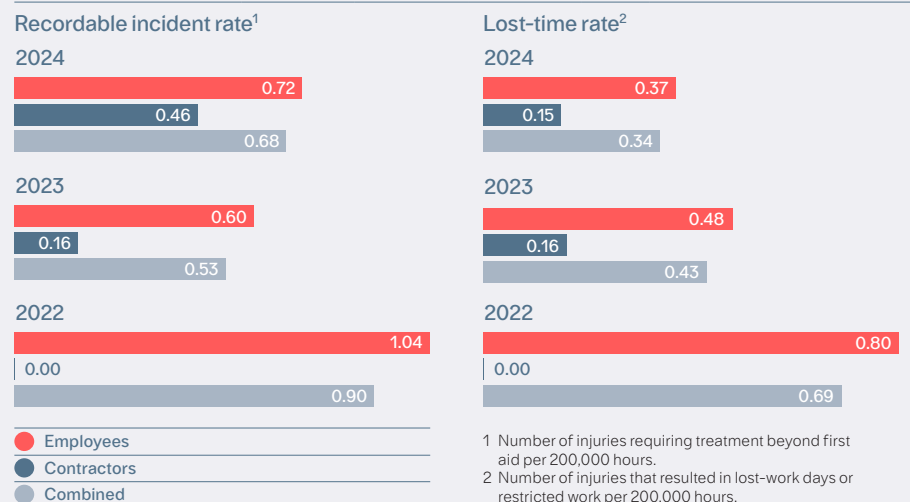
<sup>1</sup> We report safety performance by calendar year. For EHS reporting purposes, employees include all those at Tate & Lyle-owned operations and joint ventures and we also include contractors. This year's figures exclude data from CP Kelco sites, which will be incorporated in our 2025 calendar year reporting.

## PERFORMANCE IN 2024

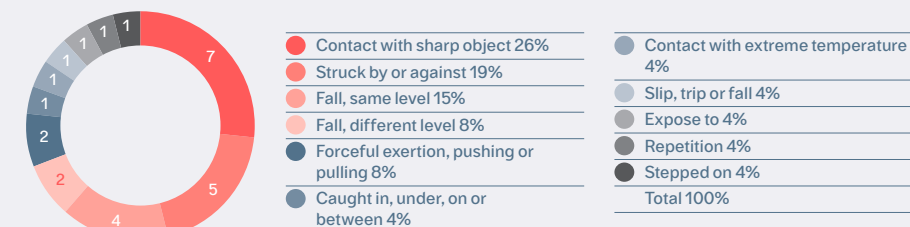
We report safety statistics by calendar year. The figures below are for Tate & Lyle sites excluding CP Kelco. From the date of joining Tate & Lyle in mid-November until the end of December 2024, CP Kelco experienced five recordable incidents, all of which were minor.

Leading indicator – PSEs	Number of incidents	Number of lost-work and restricted-work cases
1 (2023: 9)	26 (2023: 21)	13 (2023: 17)

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



### Number and nature of accidents causing injury (26 in total)



## HEALTH &amp; SAFETY CONTINUED

## Good progress on our J2E

Our J2E programme helps us promote the safety of our people, neighbours and the environment around our plants. It's a clear demonstration of our purpose and shows customers that our products are the result of our people sticking to common processes that promote safety, quality and sustainability.

It's been very pleasing to see our people embracing J2E since its launch seven years ago. Their enthusiasm is a constant inspiration – best demonstrated this year by the team at Łódź, Poland, who fulfilled their goal to become our first office to pass the final 'tollgate' 7 in February 2025. Reaching tollgate 7 is a great achievement for any site, but it doesn't mark the end of the journey. Rather, it's a starting point for a new way of thinking, and all sites need to retain their tollgate status. To do this, we carry out a three-year, risk-based review cycle to ensure they are maintaining the required standards.

Łódź reaching tollgate 7 wasn't our only 'first' this year. Our site in Boleráz, Slovakia, became our first corn wet mill to reach tollgate 6. This result demonstrates how much we can achieve when we empower our people to take collective responsibility for each other and for our sites.

### How J2E works

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

It also highlights the cultural shift that we tend to see after tollgate 5, where teams begin to draw on everything they've learnt so far to take a more proactive role in problem-solving and driving performance.

We're seeing that shift occur at our Sagamore, Lafayette, Indiana, US, site as well, which this year passed tollgate 5. This is another significant achievement for a big, busy manufacturing plant and is testament to the collective effort of the team to drive cultural change and implement strong EHS systems.

Cultural change starts at the top, and it is thanks to proactive leadership that our stevia plant in Anji, China – which only joined Tate & Lyle in 2020 – passed two tollgates in 2024, reaching tollgate 4 in October.

### Inspiring colleagues through mentoring

One of our most exciting developments this year was our new mentoring programme. EHS leaders from our six sites that have passed tollgate 5 or higher were each paired with another site, sharing what they've learnt about driving cultural change. The programme also helps our mentors deepen their leadership skills, and is one of the ways that we can keep the J2E experience fresh for our people.

While it is vital that we stay vigilant to our risks, maintaining that focus can be challenging, and sometimes a site has to reset its position in J2E. This was true for our site in Koog, the Netherlands, this year, which was reclassified from tollgate 4 to tollgate 2. This gives the team the space to re-evaluate and adjust their approach in a supportive environment.

### Encouraging people to raise concerns

As part of the culture we've created through J2E, we encourage our people to report any EHS concerns via our cloud-based Benchmark tool. Once again, we saw an increase in the number of these reports, rising from 5,296 in 2023 to 6,069 during 2024.

This vast repository of data helps us identify and address trends, such as the spike in incidents involving hands and working at height that occurred in early 2024, which we then

tackled through focused communications campaigns and training. We're also working with some of our sites and a group of Benchmark 'superusers' from across Tate & Lyle and CP Kelco to strengthen our analytical skills so we can use our data to start predicting trends before they even occur. We intend to support this by embedding new artificial intelligence tools within Benchmark to help us spot these trends more quickly.

## A combined approach

As our Tate & Lyle sites continue their J2E journey, our new CP Kelco colleagues are just starting theirs. We've been working with them since November 2024 to integrate J2E into their daily routine, while ensuring we keep the best aspects of CP Kelco's own EHS processes.

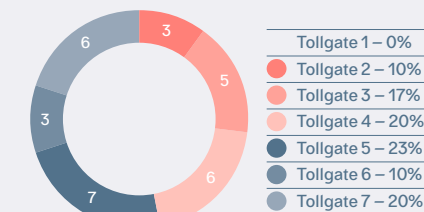
What is clear is that our newest colleagues share our commitment to high EHS standards and an enthusiasm to learn from one another. CP Kelco's risk management process is an excellent example. It has helped to significantly reduce process safety incidents and we're now looking at incorporating it into the broader Tate & Lyle system.

We also see real excitement for J2E, particularly the way it inspires a collective sense of ownership for EHS excellence. Our focus so far has been on assessing the level of each of CP Kelco's seven manufacturing sites. While each starts at tollgate 1, we expect some to rise quickly through the earlier tollgates, while respecting that it will take time to reach tollgate 5 and above.

Combining the best of both businesses isn't just about adapting our processes. It's also about making sure we have the right structure to draw on the collective expertise of our EHS professionals, and that everyone understands our goals. So we're building a new combined EHS organisation of leaders and subject matter experts, and, as we do so, we'll keep sharing monthly and quarterly updates on our work with our people so that they understand what we expect from them.

## J2E: TOLLGATE PROGRESS

Number of sites at each tollgate (30 in total)



## Looking ahead

Ongoing integration work to create a 'best in class' approach to EHS will continue in the coming year, as we work to incorporate CP Kelco's performance data into our 2025 calendar year reporting. And, while the focus on the integration of CP Kelco has meant that some of our plans were put on hold last year, these will come back on the agenda this year as we work to keep everyone safe – wherever we operate.