

Health and safety

Focused on the fundamentals

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.

Our main task this year, following the combination with CP Kelco in November 2024, was to integrate our seven new manufacturing sites into J2E, a process helped enormously by our new colleagues' shared commitment to high EHS standards.

Consistency is very important in times of change, which is why we've adopted a 'best of both' approach to help build a new, unified EHS culture, with a combined EHS leadership team to provide clear accountability. We've also drawn on the strengths of each business, such as Tate & Lyle's J2E and CP Kelco's excellent process risk management, to align our systems and procedures.

As we build our culture together, it's essential we stay alert to our risks and adapt when new ones emerge. This year, physical site security was in the spotlight, after an intruder at our plant in Sagamore, Lafayette, Indiana, US, injured an employee in August 2025. Sagamore has since made important improvements, including strengthening its fencing and alarm systems, alongside installing new speed gates at entrances and exits. Globally, this incident led to our other sites assessing and, where necessary, strengthening their own security procedures, including carrying out intruder training for employees. We're also planning to enhance key controls by implementing a new global security management system.

We still have work to do to adapt elements of our EHS approach for the combined business, but what hasn't changed is our 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.



Colleagues across the business have embraced opportunities to learn from one another to help build a unified EHS culture that blends the 'best of both'.

Jan-Jaap van der Bij
Vice President, Environment, Health, Safety, Quality, Food Safety, Process Safety 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

EHS governance, systems and reporting

Governance

Our EHS Advisory Board oversees the 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 environmental sustainability governance framework in the Environment section on page 49.

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 at 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. We report EHS data by calendar year.



Health and safety continued

Our 2025 safety performance¹

With seven new sites in our network, our performance this year was mixed, although we are pleased that, once again, we had no severe injuries. Our potentially severe events (PSEs) were down for the second consecutive year, falling by 33%. This ongoing progress is a mark of our people's commitment to keeping each other safe, as well as improvements in several leading indicators, such as reporting near misses and stopping potentially unsafe work.

Our recordable incident rate, however, is not yet where we would like it to be, with a 15% increase this year. Five of our sites, including four of our newest, contributed 69% of all injuries, and we saw an increase in low-energy impact injuries. This type of injury, such as a sprained wrist, causes discomfort and lost time but doesn't have the potential to become more severe. Our lost-time rate also rose this year by 28%. Nonetheless, while no one should leave our sites injured, we continue to be pleased that there have been no severe injuries at any of our sites since 2018.

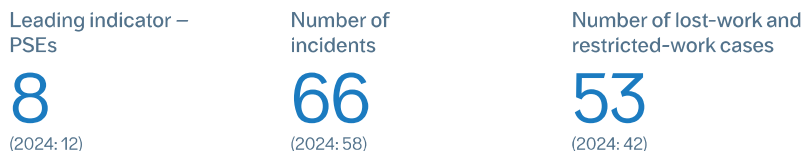
These figures highlight why it is so important to have a consistent, unified EHS culture, with proactive leaders who work with their teams to build trust in our approach. So our global EHS team continues to work with sites that need more support, to ensure they consistently apply fundamental EHS principles and adopt the processes and behaviours that we know work.

Training is an essential part of this, and in 2025 we focused on reinforcing those fundamental principles, with sessions on life-saving rules and high-risk activities. We also ran specific process safety and hazard leadership training. We saw the benefits of training in a very real way this year, when one of our contractors working at our production facility in Sagamore, Lafayette, Indiana, US, collapsed with a medical emergency unrelated to work. Our trained emergency responders and first aiders acted decisively and saved his life.

¹ 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.

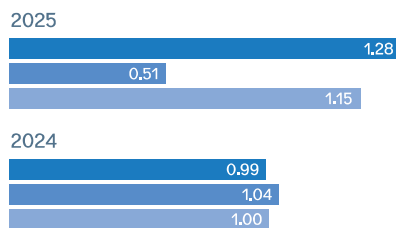
Performance in 2025

Data for previous years has been restated to reflect the inclusion of our seven new sites. We report safety statistics by calendar year.

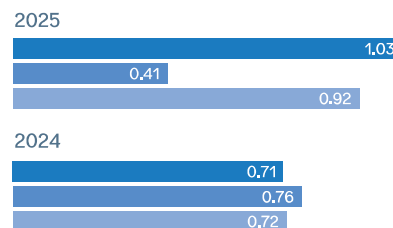


Potentially severe events (PSEs) are events or incidents that could have resulted in a major or severe incident.

Recordable incident rate¹



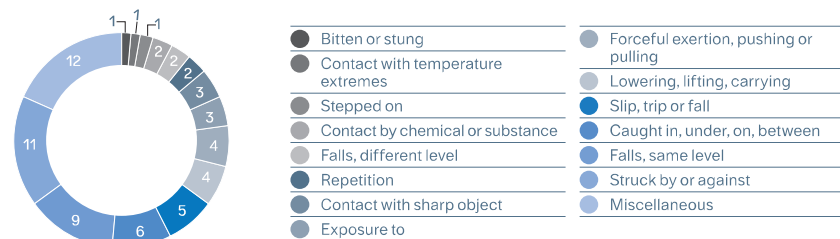
Lost-time rate²



- Employees
- Contractors
- Combined

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 causing injury (66 in total)



Anji, China, facility transforms with J2E

In the five years since we acquired our stevia facility in Anji, China, the team has transformed their health and safety record to become one of our best performing sites.

It's all thanks to the team's keenness to embrace J2E, supported by our central operations team, with success underpinned by the commitment of the leadership team at the facility to encourage everyone to report concerns and share ideas for improving performance.

Building a strong health and safety culture is challenging, but through a profound shift in the team's mindset prompted by J2E, Anji has reduced the recordable injury rate significantly, and this year successfully passed tollgate 5 – a pivotal J2E milestone for any site. The Anji team also earned a nomination in our Above and Beyond Heroes Awards, and has been recognised externally, with local officials now using the plant as a benchmark for other companies in the region.

Health and safety continued

Implementing J2E at our new sites

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.

In the eight years since its launch, J2E has become the backbone of how we manage risk, learn from experience and strengthen our EHS performance. It gives us confidence that while we are addressing the risks we face today, we are also building resilience for the future. This is especially important given the complex, dynamic regulatory environment that we work in.

Much of our focus this year has been on helping our newest sites implement J2E. To support the transition, we established a common baseline, with consistent expectations of leadership. The programme sets out clear governance, assessments and routines, while respecting established EHS practices and cultures that support our own global standards. This baseline is helping us move beyond the structural integration of J2E and towards a new common EHS culture and shared behaviours.

Sharing knowledge has always been an important part of J2E, so we have prioritised helping our new teams to build their skills and understanding of the framework, as well as the philosophy, behaviours and disciplines that underpin it. We recognise this is a complex process that can involve a lot of change for people. It has therefore been very encouraging to see so many new colleagues embrace the programme, but we'll continue to take a measured approach to ongoing integration, to ensure they feel supported throughout.

A strong year for our sites in China

The strong progress made at our stevia plant in Anji, China, and the Quantum Hi-Tech business, also in China, clearly demonstrates why we are so passionate about J2E and its power to inspire a collective sense of EHS ownership. Since joining Tate & Lyle in 2020 (Anji) and 2022 (Quantum), both have moved rapidly through the J2E tollgates, with Quantum passing tollgate 4 and Anji tollgate 5 during the year.

Our site in Koog, the Netherlands, passed tollgate 3 this year, having reset its position from tollgate 4 to tollgate 2 in 2024. Staying focused on our risks can be challenging, so, by resetting, the team was able to re-evaluate and adjust their approach in a supportive environment, led by a new leadership team and a targeted communications campaign.

Inspiring cultural change

One of the biggest shifts we see in J2E occurs when sites move beyond tollgate 5. At this point, teams begin to draw on everything they've learnt so far to take a more proactive role in problem-solving and driving performance. Because culture is such an important part of this shift, we expanded our mentoring programme this year, with experienced EHS leaders from five sites paired with another site to help them accelerate cultural change. We also ran our EHS leadership coaching for the first time in China with help from a Cantonese-speaking coach – the enthusiasm and commitment from the team to do even better was really inspiring.

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 tool, Benchmark. The number of concerns raised in 2025 was 6,812 compared with 6,077 in 2024. While the overall increase is relatively small considering the seven sites we've added to our network, these new sites only started raising concerns in the system in the second half of the year. We therefore expect to see a greater increase in concern reporting in 2026.

This vast repository of data helps us identify and address trends. We always look for ways to improve the tool, which this year included rolling out new dashboards designed to make it easier to review and compare site data.

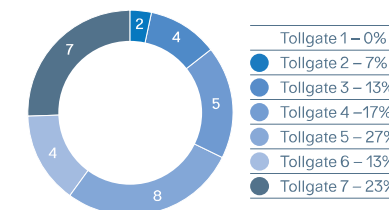
Priorities for the coming year

Over the next year we'll keep working to ensure that everyone across Tate & Lyle understands their role in J2E and has a consistent understanding of and approach to EHS risks. We also plan to implement a new global 'High Risk Potential' process to cover all process safety management issues. And, we're developing customised plans for the five sites that experience the most injuries. All this will help us in our core aim: to ensure everyone goes home safe, every day.

J2E: tollgate progress

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.

Number of sites at each tollgate (30¹ in total)



¹ The total number of sites is the same as 2024 since none of our new sites had passed a tollgate by the end of the 2025 calendar year.



Having a clear professional development programme and defined career path is a real motivator for our EHS teams, and demonstrates to everyone the importance we place on safety here at Tate & Lyle.

Stuart Kershaw
Director, EHS & Sustainability