

Our progress continued

# ...and progress towards our purpose targets.

Supporting healthy living					
Area	Target	By when	Progress (measured on 31 March each year)	Performance	How we calculate it
Reducing sugar and calories	Through our low- and no-calorie sweeteners, we'll help remove 20 million tonnes of sugar from people's diets	31 March 2030	<p>2026: 12.1m 2030 target: 20m</p>	We made good progress during the year with a particularly strong contribution from sucralose. 12 million tonnes of sugar is equivalent to 48 trillion calories.	We take the volume of low- and no-calorie sweeteners we sell and calculate the sugar equivalence and caloric conversion.
Enriching with fibre	We'll provide over 35 billion servings of fibre in food and drink, sufficient to close people's daily 'fibre gap', an average of 15g of fibre per day	31 March 2030	<p>2026: 18.3bn 2030 target: 35bn</p>	We saw a good contribution from our PROMITOR® and our FOS and GOS fibres. 35 billion servings of fibre is equivalent to closing people's fibre gap on more than 96 million days.	The recommended average global daily intake of fibre is c.30g versus an average daily intake of c.15g. We calculate how many servings of fibre we sell to close that gap.
Encouraging balanced lifestyles	We'll help improve the lives of over 300,000 people, by supporting programmes and activities that promote healthier living, lifestyles and wellbeing	31 March 2030	<p>2026: 146,000 2030 target: 300,000</p>	We support health, nutrition education and physical activity programmes across the world, as well as supporting house improvement projects for people in need in our local communities.	We count the number of people who benefit from the programmes we support either through cash donations or volunteering. In many cases, this information comes from the third parties who run the events.

Building thriving communities					
Area	Target	By when	Progress (measured on 31 March each year)	Performance	How we calculate it
Preventing hunger	We'll provide over 7 million nutritious meals for people in need	31 March 2030	<p>2026: 5.1m 2030 target: 7m</p>	We made good progress with another 509,000 meals donated to help people in our local communities during the year.	Each food bank or charitable partner we support tells us how many meals our donations provide.
Supporting education	We'll support the education of over 125,000 children and students through learning programmes and grants, helping them attain skills for life	31 March 2030	<p>2026: 95,000 2030 target: 125,000</p>	We continue to support schools in our local communities, for example by donating equipment, mentoring students and giving educational grants.	Each school or organisation we work with tells us how many students benefit from the programmes we support.
Progressing inclusion	We'll maintain gender parity in leadership and management roles between a range of 45% and 55% in each year <small>L Long-term incentive plan</small>	Each year	<p>2026: 45% target range: 45% - 55%</p>	We were at 45% in the year, just within our target range of between 45% and 55%.	Leadership and management roles are defined as the top four employee bands, representing around 500 people.

Our progress continued

Caring for our planet



Area	Target	By when	Progress (measured in calendar years)	Performance	How we calculate it
Climate and carbon emissions	Deliver 38% absolute reduction in Energy and Industrial Scope 1 and 2 GHG emissions <sup>1,2</sup>	31 December 2028	<p>2019 0%    2025 17%    2028 target 38%</p>	Performance benefited from the first full-year of agreements we put in place in 2024 for renewable electricity and associated renewable energy certificates for our operations.	Scope 1 and 2 GHG emissions are calculated from onsite energy consumption data.
	L Long-term incentive plan Deliver 38% absolute reduction in Energy and Industrial Scope 3 GHG emissions <sup>1</sup>	31 December 2028	<p>2019 0%    2025 11%    2028 target 38%</p>	We continue to work across our supply chain with customers and suppliers to deliver GHG emissions reductions.	We receive data on GHG emissions from our supply chain, logistics team and customers.
	Deliver 23% absolute reduction in Forest, Land and Agriculture (FLAG) Scope 3 GHG emissions <sup>1,3</sup>	31 December 2028	<p>2019 0%    2025 26%    2028 target 23%</p>	We continue to exceed our 2028 target due to decarbonisation within our supply chain and the success of our regenerative agriculture programmes for corn and stevia.	We receive data on GHG emissions from partners in our regenerative agriculture programmes and third parties across our value chain.
	100% of the electricity purchased for use in our operations to come from renewable sources	31 December 2030	<p>2021 0%    2025 65%    2030 target 100%</p>	Performance continues to benefit from the agreements we put in place in 2024 for renewable electricity and associated renewable energy certificates for our operations.	Percentage of electricity we purchase that comes from renewable sources.
Using less water	Reduce water use intensity by 15%	31 December 2030	<p>2019 0%    2025 6%    2030 target 15%</p>	While absolute water use was 2% lower, water intensity was 6% higher mainly due to increases at our sites in the US and Denmark.	Percentage reduction (or increase, in 2025) in water use intensity across our operations.
Using waste beneficially	100% of waste to be beneficially used	31 December 2030	<p>2019 65%    2025 98%    2030 target 100%</p>	We made strong progress during the year and continue to work with local partners across the world to use our waste as nutrients on local farms or for energy recovery.	Percentage of waste generated by our sites that is beneficially used.
Regenerative agriculture	Maintain sustainable acreage equivalent to the volume of corn we buy globally each year	Each year	<p>2024 0%    Target met in 2025    2025 target 100%</p>	We supported 344,000 acres of corn in 2025, equivalent to all the corn we bought that year.	The number of acres of corn purchased to make our ingredients each year compared with the sustainable acres of corn we support each year.

1 Validated by the Science Based Targets initiative.  
 2 The target boundary includes land-related emissions and removals from bioenergy feedstocks.  
 3 The target includes FLAG emissions and removals.

Baselines

The baseline for our Caring for our Planet targets is the year ended 31 December 2019, other than renewable electricity and beneficial use of waste, which is calculated for the reporting year. For Supporting Healthy Living and Building Thriving Communities, the baseline is 31 March 2020.