

# Our people

The people across our businesses are united by our purpose, culture and passion for delivering for our customers. We empower them to innovate and support them to grow and develop.



We employ more than 138,000 people and have operations in 56 countries across the United Kingdom, Europe, Africa, the Americas and Asia Pacific.

## Health, safety and wellbeing

Our businesses prioritise safeguarding our people when they are working or travelling for business, including contractors and visitors to our sites. We have processes and programmes in place and strive to foster cultures to ensure their safety and wellbeing at all times. Our businesses take a holistic approach to safety and wellbeing, considering aspects such as mental, physical and financial wellbeing as well as physical safety.

Loss of life in any of the operations across the Group is unacceptable and we expect all colleagues and contractors to return home after work as well as when they arrived. As such, we are deeply saddened to report three fatal injuries to contractors<sup>1</sup>. Two of the incidents involved contract delivery drivers, who both tragically lost their lives in road traffic accidents, one in Tanzania and the other in Spain. The third death occurred in Zambia in August 2025 where a contractor was fatally injured when he was inflating the tyre of an agricultural vehicle.

Following these tragic events, our priority was to ensure the families and colleagues of those who died were supported. A thorough root cause investigation was conducted by the relevant businesses, and the learnings shared with all our operations.

All of our businesses have a strong focus on contractor management and supervision. Vehicle and driver safety is a top priority and all our businesses are working with their contracted hauliers to ensure a robust focus on driver safety.

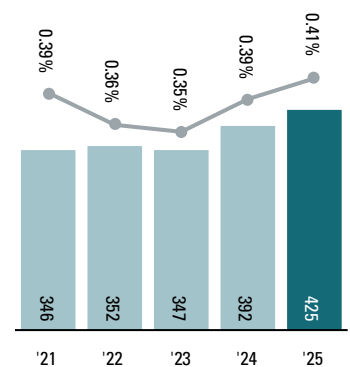
All of our businesses must comply with our Group Health, Safety and Wellbeing Policy. They supplement this with additional local and business-specific policies. Responsibility for ensuring compliance with these policies sits with the chief executives of the various businesses. Each business also has a nominated director with specific accountability for health, safety, and wellbeing, including mental health.

1. In 2025, we reported two contractor fatalities in the year to 31 July and a further fatal incident in August 2025, which will be reported in next years data.



A senior engineer at Allied Mills, Manchester, UK

### Number of employee on-site Lost Time Injuries and Lost Time Injury Rate %\*



\* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

In line with the Group Policy, our businesses focus their safety efforts in five key areas:

- providing strong and visible safety leadership from senior management;
- identifying and managing activities with the highest risk of fatal and serious injuries;
- supporting all line managers with their accountability for workplace safety with safety specialists and training;
- actively involving employees in their own health, safety and wellbeing; and
- reporting against both leading and lagging indicators and implementing continuous improvement programmes and activities, taking learnings from other businesses where relevant.

Across the Group, we have identified the following key on-site and off-site critical-to-life safety risks:

- harm from moving vehicles, which includes driving for company business;
- falls from height and falling objects;
- machinery safeguarding;
- the storage and handling of hazardous materials;
- working in confined spaces;
- electrical risks; and
- the management of contractors, who often carry out these high risk operations.

To support our businesses, we are developing resources and toolkits focused on helping them to address these critical-to-life safety risks.

The on-site employee Lost Time Injury ('LTI') rate in 2025 is 0.41% compared with 0.39% last year. LTIs cover a broad range of situations and the majority result in a low number of days lost. On average 5% fewer days were lost this year per injury. The businesses are focused on driving initiatives to reduce the LTIs while encouraging a culture of reporting. The on-site contractor LTI rate in 2025 has decreased from 0.34% to 0.25%.

We are disappointed the employee LTI rate has increased, and all of our businesses have put actions in place to reduce risk and address the causes of these incidents. Our businesses remain focused on leading indicators and on investing in risk reduction initiatives. In 2025 £48m was invested in reducing health and safety risks across a wide range of operational hazards.

The businesses continue to focus on their safety culture, governance approach and processes to keep their people safe, especially those related to managing critical-to-life activities. This includes increasing or improving the number and quality of safety observations, with additional focus on line manager training and leadership initiatives to increase their involvement and direct ownership of safety. All the businesses have improved their reporting of near misses and have placed increasing focus on reporting and investigating significant events linked to their critical risks. The learnings from any significant incidents are shared across the divisions by Group.

Many of our businesses are now starting to explore how artificial intelligence can assist them to identify risks to reduce accidents and improve efficiencies in their risk management systems.

See our Data page for more details on our health and safety data.

## Wellbeing

The mental health and wellbeing of our people is central to who we are and how we perform. By supporting a healthy and engaged workforce, we strengthen our capacity to deliver sustainable results, adapt to change, and remain a place where people want to work. We encourage a culture of open conversations with the aim of removing the stigma associated with mental health, including supporting employees to share their personal stories. We continue to invest in support across the Group, including programmes designed to raise awareness and provide practical assistance, resources and tools across all areas of wellbeing, including mental and financial. Our businesses use multiple communication methods to ensure our different workforce audiences have easy access when they need it, including notice boards, shift briefings and virtual platforms.

The line managers in many of our businesses share information on wellbeing support and explore any necessary adjustments to ensure our employees can perform effectively throughout their careers with us. This includes temporary or permanent adjustments to work scheduling and workloads.

We aim to continuously improve our holistic approach to supporting our people with their physical, mental and financial wellbeing. We utilise feedback from external organisations, such as CCLA Corporate Mental Health Benchmark UK 100, to benchmark our progress and reporting transparency.

We continue to provide financial and mental wellbeing tools and resources, easy access to employee assistance programmes and information across a range of topics to support our people internationally. We also invest in training and resources for our line managers, recognising the pivotal role they play in the wellbeing of our employees at key lifecycle moments of on-boarding, career development conversations, performance reviews return to work discussions and stress risk assessments.

Many of our businesses also have formal wellbeing activities in place for their people, like AB Mauri's 'Thrive' health and wellbeing programme, AB Agri's employee networks and Primark's 'Spark' wellbeing programme.

## Diversity, equity and inclusion (DEI)

Engaging diverse talent is a competitive advantage for us and strengthens the Group's ability to deliver long-term success. Our businesses work hard to ensure we attract and develop diverse talent and establish meaningful connections with the varied communities we serve.

Our Board Diversity Policy sets out our groupwide approach and is complemented by local business policies, DEI teams and dedicated programmes. These initiatives aim to support all employees, including women, ethnic minorities, individuals with disabilities and members of the LGBTQIA+ community, through equitable access to employment, training, career development and promotion opportunities. We are committed both to enabling our people to perform at their best and realise their career potential, and to eliminating discrimination and bias that can harm their mental health and physical wellbeing.

Our Group Inclusion Network, made up of colleagues from across all our segments, accelerates change by sharing knowledge, best practice and ideas. We have almost 480 DEI advocates across the Group, and provide access to training and thought leadership from expert external partners across culture and inclusion topics, incorporating allyship, handling difficult conversations, neurodiversity inclusion, racial and ethnic diversity, female careers and leadership, disability inclusion and LGBTQIA+ inclusion.

All our businesses have access to materials and training they can use to raise awareness of unconscious bias and create more inclusive cultures. The materials are provided in eight of our key business languages and we have over 100 trained facilitators across the Group.

A significant number of our businesses use the Develop Diverse platform to support the consistent use of inclusive language on business policies, job adverts, job descriptions and interview questions. The insights around the importance of inclusive language have also been adopted in line manager training, such as Primark's Hiring Inclusively programme. We continue to raise awareness and educate our people, advocates and leaders on the evolving field of diversity, equity and inclusion. We partner with external experts to provide robust and thorough materials on a range of topics that include disability inclusion, female careers and leadership, racial and ethnic diversity, neurodiversity inclusion and LGBTQIA+ inclusion.

We utilise our dedicated internal website to connect everyone across the Group with our DEI and wellbeing corporate partners, easy to use resources, training materials and internal case studies highlighting great practice and learnings including British Sugar's 'conscious inclusion' e-learning module, and Twinings' health and wellbeing agenda. We foster active communities of advocates and leaders who are driving their local plans and identifying where synergies could be helpful. Over recent years our most active communities have been Menopause & Menstruation, Disability & Neurodiversity, and Wellbeing, including a network for those leading Mental Health First Aid (MHFA) groups in our businesses.

Our leaders and line managers are empowered and equipped with the skills needed to create inclusive cultures in their businesses and local settings. Unconscious bias training, cultural awareness programmes and a range of tools are also provided to support our businesses in promoting inclusivity.

Our 'Women in ABF' network, which has been running for 15 years, has helped women develop skills and business awareness, and build connections that enhance their current performance and future careers prospects. Women across the Group have access to virtual events featuring both internal and external speakers as well as valuable networking opportunities.

We prioritise attracting and developing a broader range of talent, maintaining our focus on gender and ethnicity imbalances through identifying and removing barriers that could discourage talent from being attracted to or joining ABF, or from advancing to leadership positions.

Overall, the gender balance of the Group is that women make up 57% of our total global workforce.

We remain focused on addressing gender imbalances and are committed to a continued focus on ensuring women are represented at all levels, including those in the most senior roles.

We are pleased that our talent pipeline for senior roles is now more gender balanced. Women account for 39% of senior management roles across the Group, and we have an increasing proportion of women among our groupwide Executive Leadership Programme alumni.

At the most senior levels, which covers those reporting to the divisional chief executives and group functional directors, our gender balance as reported to FTSE Women Leaders for 2025 is 27%. This is disappointing as we have focused significant effort on our talent pipeline as outlined above. This percentage in part reflects internal restructuring of leadership teams to align to strategic priorities. It also illustrates that this way of measuring the seniority of women in the organisation is an inflexible tool for a portfolio of diversely-sized businesses, as part of the change in score this year reflects women taking on larger roles that happen to be at the next reporting level in some of our larger businesses. Where the size of roles (in terms of scale and complexity) is considered, as opposed to reporting line only, over 30% of senior roles are held by women.

Our leadership teams across the Group remain highly multicultural and ethnically diverse, with 29 nationalities reporting to the divisional chief executives and group functional directors. Globally, 18% of these roles are held by leaders from minority ethnic backgrounds based on UK definitions, up from 12% in 2023. We commit to a continued focus on ensuring those from ethnic minorities are represented in our most senior roles.

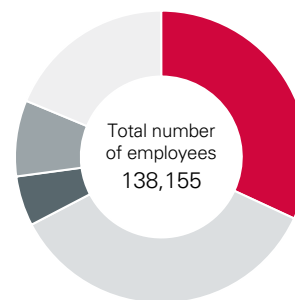
We prioritise attracting and developing a broader range of talent, maintaining our focus on gender and ethnicity imbalances through identifying and removing barriers that could discourage talent from joining ABF or from advancing to leadership positions.

We voluntarily report on our overall gender pay gap for employees in Great Britain (GB) on page 134 of our Annual Report. Each of our GB-based businesses with over 250 employees also reports on their own gender pay gap, with these reports published on their websites.

Our businesses' gender and ethnicity pay gap reports share some inspirational business-level insights about the actions being taken to enable all employees to successfully grow their careers with us.

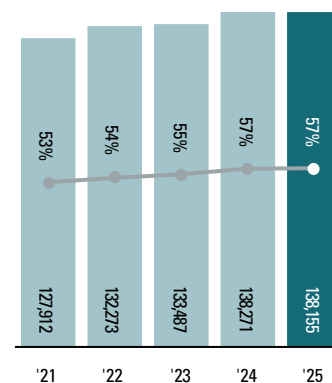
Following AB Agri UK's successful start in reporting UK ethnicity pay gap last year, they are joined this year by Twinings Ovaltine, and we anticipate more of our UK businesses reporting in the coming years.

### Location of employees – 2025 (number, %)



United Kingdom	44,202	32 %
Europe	49,445	36 %
The Americas	8,417	6 %
Asia Pacific	10,559	8 %
Africa	25,532	18 %

### Number of employees and percentage of women in workforce



# Engagement and development

The engagement and development of our people is fundamental to the performance and long-term sustainability of our businesses. A highly-engaged workforce drives productivity, innovation and operational excellence, while robust and relevant development programmes help to ensure we have the talent and capabilities to meet future challenges. By investing in our people, we aim to grow a culture of continuous improvement that fuels stronger financial outcomes, enhanced customer satisfaction and a competitive edge.

We prioritise open communication across all our businesses, providing multiple channels for employees to share their views and engage in meaningful two-way dialogue. In addition to direct conversations with managers and leaders, we use engagement surveys, discussion groups and digital forums to encourage feedback and foster transparency.

In her role as designated Independent Non-Executive Director for workforce engagement, Annie Murphy leads activities that provide assurance to the Board that our businesses have cultures of openness, where our people can share their views and have their voices heard and acted upon. All non-executive directors on the Board have now committed to participating in engagement sessions with colleagues across the Group. Read more about workforce engagement, including how employees are consulted so that their views are taken into account in decisions likely to affect their interests, on pages 99 and 100 of our Annual Report.

We are focused on attracting and nurturing talent, and creating opportunities for professional and personal growth. Our businesses support their people to leverage their unique skills and diverse abilities through a range of development opportunities. This equips our people to thrive in their current roles and progress their careers within their business or across the Group.

Our businesses encourage employee involvement in their performance, with many offering incentives to employees based on the performance of the business where they work.

## Engagement

Our businesses engage with their people in a variety of ways to ensure employees across the Group can share their views and opinions openly, and know businesses will listen and act on their suggestions. Mechanisms include engagement surveys, social platforms like Zing in Primark, listening groups, town hall events and local events. At present, over 96% of our businesses are using engagement surveys provided by experts in the field including Willis Towers Watson, Mercer, Peakon Workday and Great Place to Work. The small proportion of businesses not utilising engagement surveys include some newly acquired businesses.

The frequency of engagement surveys varies from business to business and region to region. 96% of those using engagement surveys ran one in the last financial year, inviting 89% of their people to participate, with an 81% response rate. Across the Group all of our businesses are focused on increasing the proportion of their people they invite to participate in engagement surveys. A great example of a mechanism used to increase participation included the use of QR codes so more of our factory, field or retail employees could join in despite not having laptops or desk-based computers.

Themes and action plans from the feedback are identified and developed at a local level. However, we see strong, positive themes emerging for the Group overall, such as pride in the organisation, inspirational leadership, the quality of supportive line management, opportunity for learning and growth, flexible and inclusive environments, focus on colleague wellbeing and safety, and the benefits of autonomy and accountability in our business model.

## Development

We are focused on attracting and nurturing talent, and creating opportunities for professional and personal growth. Our businesses support their people to leverage their unique skills and diverse abilities through a range of development opportunities. This equips our people to thrive in their current roles and progress their careers within their business or across the Group.

We have multiple development programmes across the Group, with groupwide executive leadership and functional excellence programmes for senior leaders, while the businesses focus on development interventions for cohorts within their businesses. In addition, the Group works with a range of partners to provide bespoke development initiatives, including coaching and mentoring for leaders and potential successors.

Across our businesses, Primark's Early Careers programme is creating a talent pipeline for the future, our sugar businesses in Africa have executive development courses created in partnership with Toyota Wessels Institute for Manufacturing Studies, and AB Mauri has a Global Technology Centre to deliver technical bakery training. The Group provides an Executive Leadership Programme for those in senior roles, and functional development programmes to support Finance excellence and enhanced business acumen within our People and Performance community. We run an induction programme for new colleagues in senior roles across the Group to enable them to form networks and understand the purpose, culture and values of the Group and how we operate at our best.

Our groupwide Career Conversations site gives people in all our businesses access to advice, guidance, resources and templates to plan their careers, as well as job adverts for opportunities across the Group.

# Our people – Retail

Primark places its people at the heart of its business strategy. Supporting its people and fostering an engaged workforce is an integral part of the business’s ongoing success.



## Health, safety and wellbeing

Primark expects its employees and contractors to return home after work as well as when they arrived. As such, we are deeply saddened to report that a contract delivery driver tragically lost their life in a road traffic accident in Spain. Following this tragedy, Primark prioritised providing appropriate support to the family and an in-depth investigation process was undertaken to identify the root causes and apply corrective actions. Primark continues to work with its hauliers to ensure robust safety processes are in place.

In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 192 in 2024 to 213, resulting in an employee LTI rate of 0.42%. The number of contractor on-site LTI decreased from 39 in 2024 to 32. Primark is disappointed with this performance and has put in place actions to address the underlying causes.

Primark’s health and safety strategy, Safe Today, Safe Tomorrow, supports a safe and healthy work environment. A cross-functional initiative has been established, bringing together colleagues from across the business to challenge existing management systems and drive improvement across key areas including policies, procedures, contractor management and leader commitment.

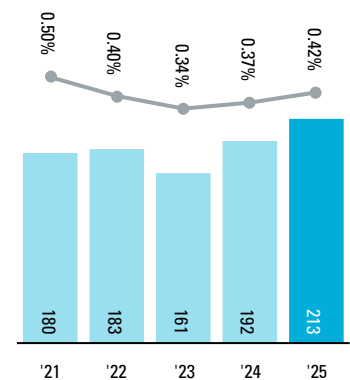
Primark continues to use its Incident Notification System to report and investigate all incidents and near misses. This is underpinned by its Incident and Accident Management procedure which provides a clear commitment to investigating root causes.

Primark has a comprehensive EHS audit programme covering compliance and behaviour. Audits are unannounced and carried out by an independent third party. Each site receives one audit annually with results published internally through PINS (Primark Incident Notification System). Primark is developing a transport EHS assurance programme to further encourage driver safety in its logistics supply chain.



Colleagues at Primark’s Oxford Street East store, London, UK

### Number of employee on-site Lost Time Injuries and Lost Time Injury rate %



## Wellbeing

Primark has several initiatives in place to support the wellbeing of its employees. One such initiative is the Spark wellbeing programme. Under the Spark programme, Primark offers its Let's Talk Employee Assistance Programme (EAP) which enables its colleagues and members of their households to access free, confidential 24/7 independent support in local languages around mental health, legal and financial matters. Primark continues to offer training and events around key focus areas such as mental health awareness and wellbeing, and also launched free period products for colleagues in Ireland, Portugal, Belgium and Netherlands in 2025.

Following a detailed colleague listening exercise in 2025, Primark has refocused Spark on the following pillars:

- Basics: Creating safe and comfortable work environments;
- Support: Caring for its colleagues; and
- Balance: Hard work with moments to connect, rest and celebrate.

The aim is to build on the success of the Spark programme and support colleagues in a more effective way moving forward.

## Diversity, equity and inclusion (DEI)

Primark works with partners and colleague networks to deliver a wide range of initiatives that promote diversity and inclusion across its stores, offices and supply chain. Primark is guided by its core values and behaviours: Caring, Dynamic and Together. By embedding these into daily working life, the business is nurturing a culture that colleagues can be proud of.

Primark aims to create spaces where everyone can feel they belong, where they are free to express their identity and feel seen, heard and understood. Acknowledging the importance of purpose and meaning in the workplace, Primark encourages colleagues to give back and celebrates the impact of collective action.

While Primark's core offering is affordable fashion that helps people look and feel good, the business also works to remove barriers to inclusion, increase access to products, services and experiences, and create pathways to brighter futures in the communities it serves.

## Engagement and development

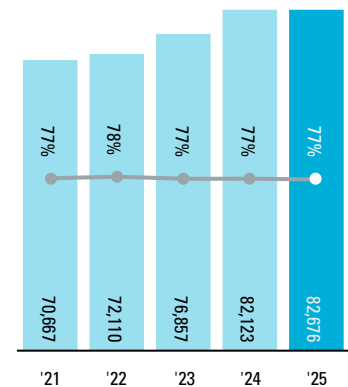
Creating an engaged workforce means encouraging open dialogue and giving colleagues the chance to express their views, contribute ideas and take part in shaping decisions and strategies. Primark's colleague engagement survey, Your Voice, offers a platform for colleagues to provide feedback on various topics. Insights from the survey informed changes to policies and strategies that matter to colleagues, helping improve their overall experience. In 2025, this feedback led to several initiatives, including a 15% product discount for colleagues, a new uniform for all retail colleagues in 2026, expanded mentorship programmes to support colleague learning and development, and enhancements to the business's recognition strategy.

Another initiative, FWD Th!nk, is a voluntary programme that gives retail and office-based colleagues the opportunity to share their ideas on dedicated topics. Primark has received over 3,000 ideas from colleagues in 10 markets across its business, resulting in more than 100 winning ideas that have been taken forward by the business.

Primark continues to invest in its Primark's Early Careers programme to create a talent pipeline for the future. Engaging with students early in their careers allows the business to attract and retain people who can enable continued growth and innovation at Primark.

Investing in people and supporting career growth continues to be a priority for Primark. In 2025, Primark invested in leadership development and upgrading its digital learning platform, which is now available to over 17,000 colleagues. In the same period, nearly 110,000 hours of online learning were completed by Primark colleagues. Primark plans to expand the reach of its digital learning resources further.

Number of employees and percentage of women in the workforce



## Case study – Retail



### Breast Cancer Awareness

Primark is committed to supporting women for life. It promotes and supports Breast Cancer Awareness in October, and all year around through charity partnerships and its affordable and accessible post-surgery products.

2024 marked its fourth year of support and its 37-piece product range includes a collection of post-surgery bras, specially developed for women affected by breast cancer, which is available in selected stores, all year round. A limited edition solidarity range is available to customers in October each year to mark Breast Cancer Awareness Month.

As part of this long-standing commitment to Supporting Women For Life, Primark worked with local teams to donate to and raise funds for cancer charities across its markets, to help advance the work of these partners, funding research, services and support for people impacted by breast cancer and their families.

In the UK, Primark supports the Breast Cancer Now organisation, donating funds to the charity's support programme Someone Like Me, connecting those newly diagnosed with trained volunteers who have had similar experiences of breast cancer. In 2025 the programme:

- arranged 2,200 volunteer matches;
- provided over 2,900 hours of calls to people affected by breast cancer; and
- grew the numbers of volunteers to 300.

The funds raised in stores have supported vital research into treatments that will allow people with breast cancer to live and live well.



Primark's breast cancer awareness campaign spotlighted three women on their own breast cancer journeys

## Case study – Retail



### Accessible Primark

Primark wants to be inclusive for everyone. That means supporting people with disabilities, chronic health conditions and post-operative or age-related needs.

Primark continues to implement various initiatives to make its products, stores and workplaces more accessible:

#### Accessible Products

In January 2025, Primark launched a 49-piece Adaptive collection of its bestsellers across ladies and menswear in 96 stores across 10 markets, working in partnership with renowned adaptive designer Victoria Jenkins as part of Primark's ongoing commitment to introduce more adaptive items and apply inclusive design principles to more products.

#### Accessible Stores

In 2024, Primark partnered with AccessAble, who reviewed all its stores and offices in the UK and ROI, providing its customers with information to help them make informed decisions about their shopping experience, and sharing learnings that can be applied across other markets in the future. Primark's stores are equipped with accessible till points and fitting rooms to enhance the customer experience, and it has introduced sensory-friendly shopping hours in all stores in ROI, with plans to extend this further in future. In 2025, the business added NaviLens codes to its Adaptive range to support visually impaired customers in locating and identifying the products. Also in 2025 Primark unveiled its first seated mannequin in stores, designed to represent manual wheelchair users. It was launched in collaboration with British broadcaster, disability advocate and wheelchair user Sophie Morgan, and is available in 22 stores across nine markets.

#### Culture of Accessibility

In 2024, Primark's partners included accessibility specialist Dr Shani Dhanda, the Business Disability Forum and Purple Tuesday, who helped create an action plan to make targeted improvements to the accessibility of the customer and colleague experience, and to conduct a full audit of recruitment processes and a review of the Diversity and Inclusion policy. In December 2024, Primark became a member of the Valuable 500.

#### Inclusive Representation

In 2024, Primark increased its work with disabled creators from 12 to 24 across its social and communication channels. It also created a guide to improve the accessibility of future events based on learnings and informed by its expert partners and feedback received from the disabled community. Primark made adaptations to its production studio to make it more accessible, including the introduction of ramps and lowered hooks and a video tour for all models to view before attending to help them share their accessibility requirements.

#### Accessible Communities

Across its markets, Primark has formed strong relationships with multiple charities and organisations that support disabled people and those who are at a distance to the labour market, including Fundación ONCE in Spain, Lebenshilfe in Austria, WorkEqual in Republic of Ireland and UWW in the Netherlands. Primark also supports local initiatives, including DuoDay in France.



Primark's adaptive fashion range was developed alongside Victoria Jenkins, pictured top centre in this campaign image

# Our people – Grocery

Our Grocery businesses share a focus on developing diverse talent, fostering inclusion and supporting safety, health and wellbeing.



## Health, safety and wellbeing

Ensuring the physical safety of employees, contractors and visitors remains a priority for our Grocery businesses. Increasingly, this is supported by initiatives that promote broader health and wellbeing, including mental health.

In 2025, the number of employee on-site Lost Time Injuries (LTI) across our Grocery businesses decreased from 119 injuries in 2024 to 106, resulting in an employee LTI rate of 0.79%. The number of contractor on-site LTIs also decreased from 13 to four in 2025. Grocery businesses remain focused on strengthening initiatives to assess and mitigate risks alongside transparent reporting.

### Grocery Group

Throughout 2025, businesses across the Grocery Group division continued to refine health and safety systems, with senior leaders focused on improving safety performance. Detailed analysis of all LTIs and first aid cases was carried out to identify and address causal factors. The Grocery Group businesses are strengthening their external health and safety audit programmes to include a behavioural and cultural assessment.

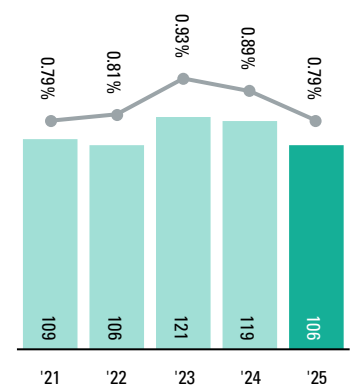
All businesses ran initiatives to improve safety culture, behaviours and ownership. Examples include:

- Jordans Dorset Ryvita introduced duty holder competency programmes to develop expertise through industry training providers. The business also began the Institution of Occupational Safety and Health (IOSH) business assurance programme, a framework for measuring safety governance, leadership and culture, and is progressing towards ISO45001 certification at its Biggleswade site.
- Silver Spoon rolled out online health and safety training to all employees on topics such as noise awareness, hazardous substances, homeworker safety and mental health. Its 'wellbeing group' supported mental health awareness courses, while 90% of line managers completed mental health training. The business encourages open conversations about mental health through update meetings and line management.
- Allied Milling & Baking launched a safety training programme for front line managers (FLMs) in logistics, using scenario-based sessions to improve performance and safety conversations. Lost time accidents in logistics fell by 53% and overall by 28%. The training has now rolled out to other functions, alongside the introduction of a 'Just Culture' model to encourage openness around safety issues.



A colleague at the Allied Mills flour mill in Manchester, UK

### Number of employee on-site Lost Time Injuries and Lost Time Injury Rate %



- Westmill addressed high levels of hand injuries with site-wide training, 'toolbox talks' and corrective actions, which are now built into annual health and safety priorities. Its employee safety pledge has also been formalised in new starter inductions.
- AB World Foods introduced a Safety Champions programme at its Nowa Sól site in Poland. Champions conduct safety walks, lead conversations and attend annual training on specific risks such as machinery and chemicals.
- In addition, all Grocery Group businesses now have trained Mental Health First Aiders (MHFAs). In the UK, there is one MHFA for every 30 employees, offering peer support and signposting colleagues to help. At Silver Spoon, MHFAs also run activities such as 'brekkie and a brew' sessions to encourage open discussions about mental health.

### **Twinings Ovaltine**

Twinings Ovaltine continued to deliver its Beyond Zero initiative, which uses neuroscience insights to encourage health and safety-conscious behaviours among employees. The programme goes beyond the goal of zero accidents to create a culture of care, collaboration and understanding so that all employees can work safely and effectively while also aiming to enhance their physical and mental wellbeing.

Beyond Zero modules are being rolled out across Twinings Ovaltine sites in Australia, North America, China, India, Poland, Switzerland and the UK. This global initiative is tailored by local teams to reflect regional needs and address potential cultural differences. Over 80% of employees have completed the coaching sessions across key manufacturing sites and the aim is to have this rolled out across all global sites by the end of the next financial year. The business has also promoted the benefits of Safety Learning Opportunities at Work (SLOWs) and, as a result, use of those has increased by 30%. The Ovaltine factory in Thailand received a National Excellence Award in Health and Safety for its initiatives to drive safety standards.

As part of Twinings Ovaltine's health and wellbeing programme, UK employees have access to a range of support for their physical, mental, financial and medical wellbeing. The on-site ActiviTEA Centre provides a gym, classes, changing facilities, treatment room (with subsidised monthly therapies) and a contemplation space. A confidential Employee Assistance Programme (EAP) is available 24/7, offering proactive and reactive mental health support, including short-term counselling if appropriate, and advice on a range of issues including finance and legal matters. The Simply Health cash plan enables employees to claim money back against everyday health costs. Annual flu vaccinations and health checks are also provided. Financial wellbeing is supported through access to guidance on mortgages and pensions, as well as a benefits platform that provides reward points and retail discounts.

### **George Weston Foods**

2025 was a disappointing year for George Weston Foods in terms of the number of injuries, particularly at Tip Top where its efforts on improving safety were not matched by its safety performance. This performance has resulted in an increased focus on safety.

George Weston Foods continues to work across all five pillars of its occupational health and safety strategy. These include shift mindsets, contain the risk, established processes, develop skill sets, and competencies and system improvements.

George Weston Foods took its specialist health, safety and environment AI tool "Soter AI" from trial to scale across its businesses. This tool has been able to add an additional assurance that documentation has been checked against the latest legislation. It also uses both still and video imaging to get a new perspective on risks both on-site and in the field.

Work was also completed with DSS+, formerly DuPont, which examined the latest safety perception survey completed by nearly 4,000 staff and took a deeper dive conducting 'mirror walks' where the business 'hold up the mirror' to see in more detail what was happening on safety. This identified that more work was needed to continue to build skills and competencies as well as areas of excellence that can be learnt from.

As part of its safety system digital transformation process, George Weston Foods successfully rolled out new modules in visitor management, contractor management and truck/lorry driver management, which has been well received by all parties as it is easier to use.

Additionally, George Weston Foods continues to work with a consultant who provides focused support on health and safety through initiatives such as the Safety Perception Survey and targeted coaching for employees.

## ACH

ACH Foods supports employee wellbeing with a comprehensive suite of mental health and substance use resources. Through partnerships with providers such as ComPsych (an EAP provider), Teladoc Health (a global telemedicine leader) and AbleTo (a behavioural health platform), employees and their families have access to free or low-cost counselling, coaching and therapy services, many of which are made available remotely and 24 hours a day to ensure continual access. These benefits are designed to address a broad spectrum of needs, from everyday stress to more serious mental health concerns, reinforcing a workplace culture that genuinely values mental health and employee care. In addition, in 2025, ACH Foods launched a programme to recognise and reward positive behaviours across the workplace.

## Diversity, equity and inclusion (DEI)

Our Grocery businesses regularly review and embed practices which build inclusive workplaces and engage colleagues through training, education, celebrations and events.

### Grocery Group

In 2025, new and enhanced DEI policies were introduced across the Grocery Group. Westmill updated its Family Leave Policy to include improved maternity pay, a shorter qualifying period and added support for fertility treatment and neonatal care. AB World Foods launched maternity leave support groups to help women share experiences and ease their return to work. Policy language across the division was also updated to reflect diverse family structures, and co-parenting leave benefits were strengthened.

All businesses engaged employees from under-represented backgrounds, including racial, ethnic, gender, sexual orientation and religious groups, through training, discussion toolkits and employee networks. Topics included invisible disabilities, neurodiversity and Black history.

In recent years, Grocery businesses have worked to increase understanding of the menopause and its potential impact at work. For example, Jordans Dorset Ryvita has introduced educational and support workshops open to all employees, creating space for important conversations, personal stories and practical actions. Plans are in place to extend these workshops to our manufacturing teams and work towards Menopause accreditation.

Westmill has expanded its Employee Resource Groups (ERGs) to cover LGBTQ+, ethnic diversity, disabilities, neurodiversity and women. These groups organise bronze, silver and gold tier celebrations and events throughout the year, including Black History Month, Disability Awareness Month, LGBTQ+ Month, Diwali, Ramadan, Chinese New Year and International Women's and Men's Days.

AB World Foods uses storytelling to build inclusion through its Smashing Stigma programme, where employees share personal experiences of ADHD, breast cancer, postnatal depression and anxiety.

### Twinings Ovaltine

Twinings Ovaltine's Belong programme builds awareness, knowledge and understanding to create an environment where all colleagues can succeed. DEI is embedded through policies and practices across the whole employee lifecycle, starting with recruitment and onboarding, through to personal development and career progression.

The global DEI strategy is built around three core pillars:

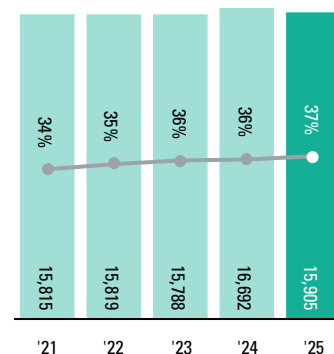
- Environment – creating inclusive physical and psychological spaces;
- Talent Practices – embedding equity, diversity and inclusion into all aspects of talent acquisition, development and retention; and
- Pay and Policy – ensuring equity in compensation and people policies.

Each business unit and function tailors its approach to these pillars, aligning with local legislation, cultural context and market needs. Progress is tracked through a Diversity Dashboard, business unit-specific plans and employee engagement surveys. These tools provide insights into employee experience, inform action plans and ensure accountability at both global and local levels, driving meaningful, measurable change across the organisation.

To support this strategy, Twinings Ovaltine has started to invest in Employee Network Groups (ENGs), learning opportunities and open communication. DEI is integrated into global leadership development programmes, including dedicated training on inclusive leadership and psychological safety.

In the UK, three new ENGs that reflect the diverse needs and interests of people are in the process of being launched: Cultural Inclusion, Pride and Neurodiversity. Twinings Ovaltine is also exploring how ENGs can extend across international teams, with the Cultural Inclusion Group acting as a pilot to help shape the global approach.

Number of employees highlighting percentage of women in the workforce



### George Weston Foods

George Weston Foods has an Inclusion and Diversity Taskforce to continually review and embed practices that support an inclusive and diverse workforce. The Taskforce actively supports and celebrates diversity through year-round networking events, educational initiatives and open communication. In 2025, the division continued educating its leaders and people on unconscious bias and improving recruitment policies.

George Weston Foods businesses including DON, Tip Top and Mauri ANZ have inclusion plans with a focus on cultural learning, creating employment pathways, opportunities to engage Indigenous suppliers and supporting local Indigenous community partners.

### ACH

ACH fosters an inclusive culture where diverse perspectives are recognised as essential to organisational success, with senior leadership driving this focus. ACH's Flourishing Together framework underpins its approach to talent development and employee engagement, ensuring people are valued and able to reach their full potential. Through shared experiences, learning and expertise, ACH fosters a culture that supports the mental, physical and financial wellbeing of employees and their families. A recent employee pulse survey showed an 80% approval rating for ACH's business-wide messaging, which highlights how diverse backgrounds and experiences contribute to stronger business outcomes.

## Engagement and development

### Grocery Group

Grocery Group businesses offer development opportunities at all career stages, targeting both personal effectiveness and leadership qualities.

Jordans Dorset Ryvita expanded its leadership development strategy, shifting the focus from high-performing individuals and teams to supporting career development for all. It introduced coaching workshops that combined theory with practical exercises. Although designed for mid to senior leaders, strong interest led to wider participation across all levels of management, with attendees rating its impact 9/10. The programme will now be extended to first line leaders in manufacturing teams.

AB World Foods partnered with a resilience coach during Mental Health Awareness Week. Over 200 employees attended sessions on personal and leadership resilience, with follow-up individual coaching. The training helped normalise open conversations and informed a shift in performance management to include support alongside stretch goals. Westmill continues to focus on people management skills and launched an Effective People Management Programme supported by a line manager toolkit, building on its leadership framework to create three integrated development tools.

### Twinnings Ovaltine

Twinnings Ovaltine is embedding a culture of coaching and growth to create an environment where everyone is inspired and can fulfil their potential. LinkedIn Learning is currently being rolled out across the organisation, giving employees access to self-led, personalised learning. In addition, there are a number of targeted development programmes aimed at developing the capabilities of managers and emerging leaders to create a culture of coaching and high performance. The Coaching Academy programme now has 90 alumni who continue to be part of a thriving global coaching community of practice.

Employee engagement is tracked through Engage, an always-on employee listening tool. Twinnings Ovaltine achieved an engagement score in the top 25% of the consumer food and beverage industry benchmark. The tool also captures employee sentiment on a range of topics such as DEI, health and wellbeing.

### George Weston Foods

George Weston Foods continues to invest in measuring and enhancing employee engagement, with most of its businesses reporting high survey participation and strong engagement levels.

In 2025, the third cohort of the Thrive programme was launched, which is designed to extend leadership reach, increase visibility and build critical future capabilities. Investment also continues in frontline leader training to strengthen leadership capability at all levels, alongside broader initiatives to cultivate leadership talent. A strong emphasis remains on developing change leadership and agility across its businesses.

## ACH

ACH is committed to helping its people reach their full potential. A culture of growth is actively supported through a range of programmes and initiatives, from a library of online learning resources, to facilitated workshops on key topics. Beyond formal learning, ACH focuses on compelling career experiences to expand the breadth and depth of its organisational talent. This commitment not only enhances individual capabilities but also underpins the business's success in providing trusted brands and products for its diverse consumers across North America.

# Our people – Ingredients

Our people are central to the success of our Ingredients businesses. Each business prioritises having a positive impact across health, safety and wellbeing, diversity, equity, inclusion and work-life balance.



## Health, safety and wellbeing

Keeping people safe remains the top priority for our Ingredients businesses. Their ultimate aim is to create a safe working environment that results in zero injuries and no work-related ill-health.

In 2025, the number of employee on-site Lost Time Injuries (LTI) across our Ingredients businesses increased from 15 in 2024 to 24, resulting in an employee LTI rate of 0.39%. The number of contractor on-site LTIs increased from four in 2024 to five. In 2025, 78% of Ingredient production sites recorded zero employee or contractor LTI.

### AB Mauri

Health and safety topics are prioritised at all meetings of AB Mauri's Global Management Team, where performance is closely monitored through benchmarks and reviews of any work-related accidents, to identify areas for improvement and implementation of corrective actions. Leaders play a key role in fostering a culture of safety and promoting wellbeing across all sites.

AB Mauri also established a health and safety steering group responsible for developing and overseeing new strategies, supported by health and safety champions and a health and safety leadership team made up of regional health and safety managers who coordinate and implement activities across regions. Health and safety performance is also monitored at several other global functional leadership meetings, including those focused on manufacturing and logistics.

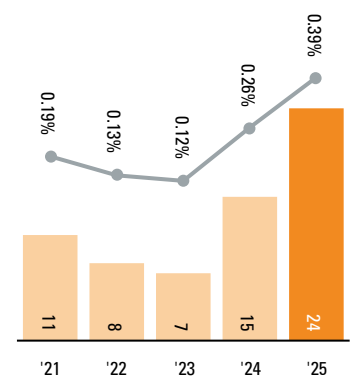
Central to AB Mauri's safety culture is the programme SAFE, Safety For Everyone, which is a set of systems designed to increase awareness of health and safety issues, highlight best practice and reduce or eliminate risk wherever possible. The programme is embedded in the culture of the businesses and continues to evolve as the division learns from its experiences.

Despite the increase in LTIs, AB Mauri's commitment to health and safety remains a key focus area. Several areas for improvement have been identified and the business is actively addressing them as a priority for the coming year. For example, the business is updating its Leading for Safety training programme, which addresses technical requirements around critical risks and behavioural safety to develop the capability of its front-line managers and safety champions to help deliver safety targets.



A colleague at AB Mauri's plant in Hull, UK

### Number of employee on-site Lost Time Injuries and Lost Time Injury Rate %



Additionally, AB Mauri's health and safety awards programme, now in its 13th year, further contributes to a culture of strong performance through continually highlighting and sharing outstanding achievements.

AB Mauri is managing two greenfield projects in India. Together, these projects have successfully reached significant safety milestones, achieving a combined total of 6.75 million hours without any Lost Time Injuries (LTIs).

#### **ABFI**

Health and safety considerations are integrated into the ABFI businesses strategy, supported by robust systems, proactive risk management, regular audits and transparent engagement with regulators and communities.

Since 2017, the annual ABFI Health, Safety & Environment Recognition Awards have highlighted outstanding contributions to workplace safety, celebrating individuals and teams across the group who demonstrate exceptional commitment to HSE excellence. These awards play a crucial role in promoting a culture of health and safety awareness among all employees across the organisation.

Across its businesses, ABFI promotes a strong safety culture through targeted initiatives. At Ohly, the My Safety, My Movie campaign encourages employees to create safety videos, fostering creativity and personal ownership of safety practices. At PGPI, a complete rebuild of an extruder was undertaken with a focus on safety, enhancing ergonomic design and access while reducing the need for awkward or hazardous working positions. At SPI Pharma, the focus of safety conversations is evolving to be more strategic, with an emphasis on the highest-risk tasks. The team has developed scorecards based on the outcomes of safety reviews and is investing in in-person training and external expertise to enhance employee awareness and engagement.

## **Mental health and wellbeing**

Our Ingredients businesses deliver a range of programmes to improve employees' mental and physical health, providing support, protection and education to employees and their families.

Wellbeing programmes vary across the businesses to reflect local needs, they all cover a broad range of topics, including:

- physical wellbeing – health promotion, good rehabilitation, diet and exercise;
- mental wellbeing – mental health awareness, dignity at work, stress management and emotional support; and
- social wellbeing – employee voice and social events.

AB Mauri and ABFI also have channels in place for their employees to raise wellbeing concerns via Speak Up, ABF's confidential whistleblowing service. In addition, businesses are using their engagement surveys to gain insights on employee wellbeing.

#### **AB Mauri**

Across AB Mauri, there are many examples of wellbeing initiatives. Thrive is the health and wellbeing framework for its UK and Ireland business, which recognises the interconnected nature of home and work life, and importance of physical and mental health. The programme aims to support and enable employees to bring their whole self to work and to flourish, grow and contribute to business performance. Initiatives are focused around healthy minds, healthy bodies, healthy homes and healthy work.

In 2025, AB Mauri's North America business introduced a comprehensive health advocacy programme designed to support its employees in navigating the complexities of the local healthcare system. This initiative provides employees with assistance in finding suitable healthcare providers, resolving billing issues and securing access to prescribed treatments.

AB Mauri also focuses on financial wellbeing through pension advice and financial education programmes. For example, in 2025, its Philippines business provided financial literacy seminars for their employees.

#### **ABFI**

Many ABFI businesses offer employee assistance programmes (EAP) to provide support and resources and to promote mental health and wellbeing among employees. For example, Ohly offers all employees free and confidential external mental health and life events coaching and has seen an 11% utilisation rate for this service. Similarly, SPI Pharma provides EAP resources to all employees and offers internal training on EAP capabilities.

SPI Pharma's business in France implemented a Respect week, initiated and driven by employee volunteers, to address concerns raised in their bi-annual engagement survey around inclusive and respectful behaviours in 2021. By 2023, the score on this measure had increased from 67% to 78%. The programme has continued throughout the years since, informed and driven by employees. The engagement survey will run again in 2026 and will provide a chance to assess further progress.

# Diversity, equity and inclusion (DEI)

Our Ingredients businesses respect all individuals, striving to foster a sense of belonging among employees, and create workspaces that value cultural diversity. Through action and initiatives, they are working to build a diverse pipeline of talent and strengthen their high performing teams through equal opportunities and inclusive cultures.

## AB Mauri

AB Mauri welcomes and values diversity across the 32 countries it operates in, respecting and embracing the local cultures and traditions of the communities it serves.

To ensure that diversity, equity and inclusion are effectively embedded throughout the organisation, local businesses are empowered to determine which DEI aspects are most relevant to their specific contexts. Globally, two DEI champions drive expertise, improvements and best practice across the businesses.

AB Mauri recognises that there is always more work to be done in advancing DEI, especially in the manufacturing and science, technology, engineering and mathematics (STEM) fields where gender imbalances persist in key roles. For example, it encourages greater female representation through its Annual Girls Day, allowing female high school students to experience a day working as scientists at the AB Mauri Global Innovation Centre in the Netherlands.

AB Mauri aspires to achieve greater female representation, particularly at the senior leadership level. It has committed to diversity in its recruitment, with an expectation to always have at least one female candidate for consideration. The business monitors its gender balance throughout the organisation, and the balance of candidates and hires in its top 100 recruitment. These KPIs are also reviewed by the senior leadership team monthly. As a result of this work, the business has seen a continuous and material increase in the number of women in its top three layers of management from 24% in 2016 to 34% in 2025, as well as in key operational roles like plant management, maintenance, engineering and product development.

AB Mauri is embedding DEI practices across its businesses, including family-friendly policies, awareness and education, unconscious bias training, external partnerships and support of charities.

AB Mauri Brazil has gender-neutral hiring and promotion policies, with centralised salary decisions to ensure equitable pay. In Spain, the UK and Ireland, their businesses are developing female pipeline succession planning for key roles such as sales and new product development. Enhanced paid parental leave and unconscious bias training are provided in North America, UK, Ireland and Italy. Since 2021, AB Mauri Italy has expanded professional opportunities for disability inclusion in the workplace and community.

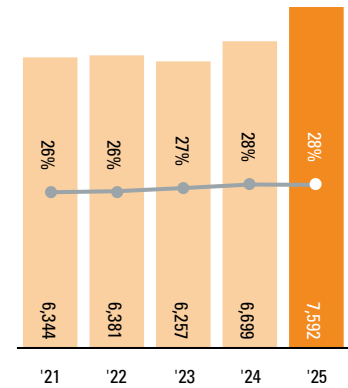
## ABFI

ABFI is committed to creating a workplace where everyone feels respected, included and able to contribute. Across its international businesses, there is a shared belief that diverse teams lead to better thinking, stronger innovation and long-term success. As a science-led group of businesses, ABFI is especially focused on supporting representation and leadership of women in STEM (science, technology, engineering and mathematics) roles, ensuring that talent and opportunity are equally accessible across their operations. In 2025, ABFI became a sponsor of Women In Nutraceuticals (WIN), backing gender equality, supporting representation and female leadership development in the nutraceutical industry.

This sponsorship supports female empowerment, career mentorship and development and diversity as drivers of innovation for industry growth.

Other initiatives are shaped by individual businesses to reflect their people and communities. For example, Ohly has DEI committees at every site, made up of volunteers from across the business who lead awareness activities. At SPI Pharma's Septèmes site in France, colleagues ran a Respect Week for the second year running, with workshops on appropriate communication and inclusivity in the workplace. AB Enzymes continues to focus on growing the number of women in technical and management roles, offering targeted support and development.

Number of employees highlighting percentage of women in the workforce



# Engagement and development

Building the skills and experience of their people is vital for our Ingredients businesses. Alongside the need to provide ongoing development opportunities, they strive to ensure all employees are engaged and informed about the business in which they work.

## Learning and development

### AB Mauri

AB Mauri prioritises on-the-job experience, complemented by formal training, coaching and mentoring. A global performance management toolkit for line managers sets the standards expected across the business. Individual high performance is boosted through various inputs, including a network of Talking Talent leaders with specific functional expertise or competencies that are then leveraged across the businesses.

The businesses are responsible for tailoring learning approaches to their specific local needs. Technical experts from AB Mauri's Global Technology Centre in Etten-Leur, Netherlands, developed a Technology Bakery Ingredients training programme. This modular programme, designed to build knowledge on specific bakery product applications, is available to all regions. Training is provided at foundation, specialist and master levels through a combination of online and in-person sessions.

### ABFI

ABFI has enhanced its learning initiatives through its Development Academy, which successfully delivers structured virtual, classroom training sessions and provides an on-demand learning platform. The platform was designed for individuals requiring development of essential skills, or those seeking to improve their soft skills and leadership abilities. Its Study Sponsorship Programme offers employees access to fully funded, higher level education where they have previously not had this opportunity in life. ABFI is now on its fourth cohort of this programme.

## Employee engagement

### AB Mauri

AB Mauri businesses engage with employees through periodic employee engagement surveys, town hall meetings, toolbox talks, newsletters and updates. It has conducted surveys in all regions and most countries over the last two years, with an average participation rate of 93%. Its average engagement score of 85% performs well against an industry norm of 80%. All surveys are followed up with participants to ensure tangible action plans are created where needed.

AB Mauri businesses have been acknowledged by external organisations for their employee commitment, with AB Mauri Brazil and AB Mauri Sri Lanka receiving the Great Place to Work® certification for the second and sixth year running respectively. AB Mauri Sri Lanka has also been named among the Best Workplaces™ in Manufacturing & Production for 2023, 2024, and 2025 and is also acknowledged as one of the Best Workplaces™ in Sri Lanka for Young Talent for both 2024 and 2025.

### ABFI

ABFI's engagement survey helps shape a positive working environment by asking what is working well and where there is room to improve. The second division-wide survey, carried out in 2024, showed higher overall engagement and improved scores in 14 out of 15 categories and achieved a 93% response rate. In 2025 the businesses have been focused on implementing initiatives to address issues identified.

Feedback from the survey led to meaningful change in colleagues' experiences at work. ABFI enhanced its quarterly town halls to better connect with teams across the division. These sessions now include success stories, customer and innovation highlights and a live Q&A to help build awareness, share inspiration and strengthen two-way communication. At a business level, it has also led to business values being updated, refreshed and communicated, as well as facility and working space upgrades.

# Our people – Sugar

ABF Sugar recognises its responsibility to foster safe, inclusive and fulfilling workplaces for its diverse workforce.



## Health, safety and wellbeing

At ABF Sugar, caring for people is a core value guiding all of its businesses. Its Chief Executive leads a comprehensive programme of work designed to ensure that everyone returns home safe, every day, everywhere.

ABF Sugar is strengthening its safety culture through a structured roadmap of initiatives integrated into the responsibilities of line managers and leaders, and supported by dedicated safety experts. ABF Sugar continues to invest in leadership development, infrastructure and key safety initiatives that reinforce collaboration, accountability, and transparent communication across all levels.

In 2025, a health and safety specialist delivered advanced training to all senior leadership teams across all businesses, equipping them with the tools and knowledge to embed a robust and consistent safety culture throughout the division. We are deeply saddened to report two contractor fatalities in 2025. In Tanzania, a contractor haulage driver succumbed to injuries after a road traffic accident while transporting our sugar to customers. In Zambia, a contractor was fatally injured by a tyre assembly while inflating the unit. Following these events, the priority has been to provide support to their families.

An in-depth investigation was also undertaken to identify the root causes of these incidences and apply corrective actions. The outcomes of the investigations were shared across ABF Sugar businesses and actions relating to contractor management, supervision and change management were assigned where appropriate and are being tracked to completion.

In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 57 in 2024 to 66, resulting in an employee on-site LTI rate of 0.21%. The number of contractors on-site LTI decreased from 33 in 2024 to 30.

As safety is one of ABF Sugar’s most material issues and a number one strategic priority, the overall safety performance in 2025 was very disappointing.

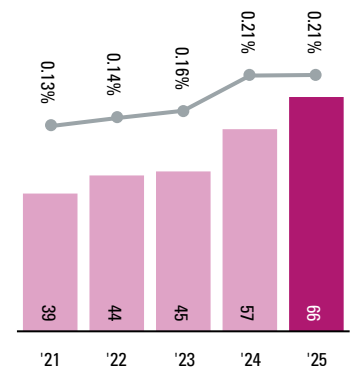
All ABF Sugar businesses are dedicated to providing a safe place to work and to creating a culture of zero compromise towards safety.

In 2025, ABF Sugar focused on empowering people by implementing various programmes tailored to its businesses’ needs such as the Personal Choices programme, Ways of Working programmes and Safety Leadership programmes at site level.



British Sugar colleagues at the  
Wissington sugar factory, UK.

### Number of employee on-site Lost Time Injuries and Lost Time Injury Rate %\*



\* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group’s continuing operations.

Illovo Sugar South Africa's Sezela operations are developing a positive safety culture through safety-focused employee engagement initiatives. The Vula Mehlo (meaning 'open your eyes') initiative, launched in October 2024, introduced daily, safety-focused, non-hierarchical meetings that encourage open dialogue and shared ownership of safety across all levels of employees and contractors. Within the first six months, the initiative has resulted in increased near-miss reporting and increased participation, with employees and contractors demonstrating greater ownership and accountability for safety performance.

Azucarera in Spain developed a Health and Safety Competency Management Model, transitioning from traditional job specifications to competence-based management. A safety competence matrix was created to identify the technical and soft skills necessary for each role. This successful approach is now being adapted by other ABF Sugar businesses.

The Personal Choices Initiative encourages individuals to reflect on how they assess and respond to risk, exploring the subconscious factors that influence decision-making such as habits, time pressures and the disconnect between mind and body. Programmes have been adopted by British Sugar, Illovo Sugar Malawi, Zambia Sugar and Illovo Sugar South Africa, each tailoring the approach to resonate within their unique cultural settings.

British Sugar's Personal Choices programme has been rolled out at all sites. Early results show an improvement in both language and behaviour across all employees, a reduction in all types of injuries, and an increase in near-miss reporting.

Zambia Sugar launched its Behavioural Safety Programme, branded Busongo (meaning 'wisdom'), at its Nakambala site in October 2024. The programme encourages employees to reflect on their daily decisions, empowering them to adopt safer behaviours. As part of the initiative, employee workshops were held and theatre performance was used to demonstrate how personal choices influence behaviour. These performances were made accessible to deaf employees through the use of sign language interpretation. In support of the programme, 251 supervisors across all departments participated in workshops on personal choice and behavioural coaching.

At Illovo Sugar Malawi, a safety leadership training programme is underway, involving the leadership teams at all sites. The programme aims to develop leadership skills and enhance the safety culture within the organisation. It offers interactive group sessions and individual coaching to help leaders understand and apply key concepts, including cultural maturity, personal purpose and coaching techniques. The programme consists of six modules delivered over six months, and participants work together between modules.

## Wellbeing

ABF Sugar businesses prioritise employee wellbeing, implementing programmes designed to promote physical, emotional, mental, social and financial wellbeing.

At its sugar businesses in Africa, new employee wellbeing committees were established in 2024 as part of the new operating model of the businesses' medical services, which deliver primary health care and occupational health services to support colleagues and their families across all estates. This model aims to improve the medical services' capability to provide risk-based medical surveillance. The businesses proactively screen employees for workplace risks they may be exposed to, supporting the objective of achieving safety through preventive measures rather than a more reactive approach.

During 2025, the sugar businesses in Africa recorded a total of over 55,000 visits to its medical facilities for occupational health services, including pre-employment, periodic, and exit medical examinations, lung function tests, hearing tests, biological monitoring, and vision screening. All new employees at ABF Sugar's African businesses are required to undergo an occupational health evaluation to assess their fitness to work in their specific work environments. These occupational health services are also provided to contractors working on African sugar sites.

ABF Sugar's African operations support women's health through outreach clinics that provide regular cervical cancer screenings and prenatal care to remote communities, as well as partnerships with local NGOs to expand maternal and reproductive health services, including family planning. Within workplaces and surrounding areas, peer educator programmes are equipping women to serve as health champions and over 30 have been trained at Ubombo Sugar in Eswatini. Awareness and screening initiatives also target early detection of breast and cervical cancer. Women are taught how to perform breast self-examinations, complemented by clinical breast exams at healthcare facilities to ensure timely referrals and broader access to care.

Malaria control remains a public health issue in Africa. ABF Sugar's African estates implement comprehensive prevention programmes, including health education and community outreach, distribution of insecticide-treated mosquito nets to vulnerable groups and Indoor Residual Spraying (IRS) in both staff and community housing. The aim is to significantly reduce malaria incidence. Zero or negligible cases are now recorded across our estates in Zambia, Eswatini and Tanzania. These efforts mark a major milestone in protecting the health of our employees, their families and the surrounding communities.

The British Sugar team has implemented several holistic wellbeing initiatives to support both office-based and site-based employees. Access to dedicated quiet rooms and wellbeing gardens are either in place or being developed across our sites. Additionally, CPR training is continuing to equip staff with the skills and confidence to intervene in life-saving situations. Financial support and advice is also available through an independent advisor to help employees manage their finances more effectively.

### **Mental Health**

ABF Sugar's mental health medical services across its five African countries of operation recognise the diverse working environments in which employees operate, from agricultural fields and factories to administrative offices. In response, each business implements tailored mental health initiatives that prioritise employee wellbeing and reflect the specific needs of their workforce.

Since the 2023 launch of ABF Sugar's mental health portfolio, it has seen a 30% increase in referrals, including self-referrals, peer referrals and those initiated by supervisors, reflecting a growing awareness and trust in the support systems available. The outcome of this work in 2025 indicates that there is increased awareness of mental health, with the medical teams identifying needs earlier and giving assistance in a more timely manner to support its employees.

At British Sugar, awareness around mental health and the support available to individuals has increased over 2025. This has been driven by colleagues across the business sharing their own support mechanisms, strategies or ideas during periods of national awareness such as Mental Health Awareness Week and World Mental Health Day, alongside reminders about the team of trained mental health first aiders at each site, and the Employee Assistance Programme and BUPA services available for all employees to access.

In 2025, Azucarera introduced a wellbeing platform at its head office, offering employees access to a range of programmes focused on mental health and overall wellness. These include resources on stress management, mindfulness and improving sleep quality. The subsidy programme also supports employees by covering expenses related to medical consultations and mental health treatments.

## **Employee accommodation and living standards at our sugar businesses in Africa**

Our sugar businesses in Africa have sugar estates situated in rural and remote areas, creating a need to provide accommodation for many employees and their families. Each relevant business has a comprehensive plan to continuously invest in its accommodation infrastructure.

In 2024, ABF Sugar began a review of the housing and living conditions across its sugar estates in Zambia, Malawi, Eswatini, South Africa and Tanzania. The findings of this review formed the basis for its new ABF Sugar Housing and Living Standards Programme, which began implementation in 2024.

The programme aims to enhance decent and safe living conditions for those living on the estates. Each relevant country team has developed an updated set of minimum standards informed by the ILO Recommendation No. 115 on Workers' Housing and other internationally recognised best practices. These standards cover various aspects, including occupancy level, number of rooms per household and provision of amenities such as washing and cooking facilities.

The programme is divided into three streams of work:

- implementing action plans to address outstanding maintenance and repairs. In 2025, ABF Sugar upgraded more than 1,000 houses across its African operations, building on the renovations completed in the previous financial year;
- ensuring all entry-level estate houses meet updated minimum standards, with completion expected by 2029 across more than 4,000 houses; and
- investigating future housing options, including off-estate housing and rental models, to meet the evolving needs of its workforce, while reducing long-term maintenance liabilities.

## Diversity, equity and inclusion (DEI)

ABF Sugar believes that diversity, equity and inclusion positively impact business performance, innovation, talent attraction and retention and employee wellbeing. The business aims to ensure that it reflects the markets in which it operates and creates an inclusive environment where employees feel a sense of belonging.

In 2025, the Spanish Government awarded Azucarera the 'Igualdad en la Empresa' (Equality in Business) distinction. This accolade recognises companies that create fair and inclusive workplaces and highlights Azucarera's ongoing commitment to gender equality. Central to this achievement is a comprehensive Equality Plan, which outlines 46 strategic actions across 12 focus areas, including work-life balance, combatting gender-based violence, prevention of sexual harassment and discrimination, and promotion of occupational health and safety. These efforts have contributed to women holding 75% of management roles. Azucarera also promotes inclusion through its annual Diversity Week, engaging employees and external stakeholders in gender equality initiatives.

In 2025, Azucarera renewed its commitment to the 'Fundación para la Diversidad' (Diversity Charter), reaffirming its dedication to fostering a diverse, equitable and inclusive workplace. The business joined the Diversity Charter in 2022. The 'Fundación Diversidad Seal' is awarded to businesses and institutions that demonstrate an active commitment to diversity, equality and inclusion in their culture and business practices.

Illovo Sugar Malawi established a Women in Leadership Forum designed to support the attraction, retention and advancement of women across the business. Since 2023, the forum has engaged close to 4,500 employees and students, the vast majority being women. As part of its outreach, the programme also connected with female students through STEM-focused initiatives, helping to inspire the next generation of women leaders.

Illovo Sugar South Africa advanced its DEI agenda through awareness workshops, a zero-tolerance harassment policy and the launch of The Women's Circle, a support platform for women in the workplace. Additionally, a learning programme for individuals with disabilities is being implemented across the Illovo Sugar South Africa business, combining classroom learning with practical experience to foster workplace inclusion.

At British Sugar, inclusion and diversity remained a key focus in 2025. Spotlight Inclusion Events were held across sites, addressing topics such as visible and hidden disabilities, menopause, prostate cancer, driving awareness and engagement. The Conscious Inclusion e-learning module was completed by over 95% of employees in 2025, reinforcing a culture of awareness and respect.

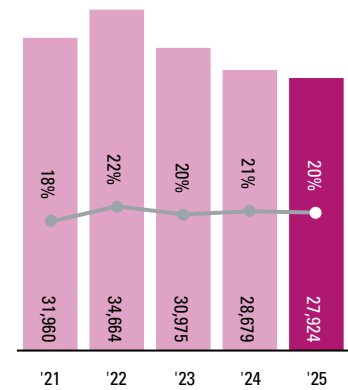
## Engagement and development

ABF Sugar is dedicated to developing the skills and capabilities of its people, supporting career progression through targeted learning, mobility and leadership development initiatives.

To promote capability-building, cultural exchange and internal mobility, 71 cross-business exchanges were active in 2025 across the division. Since 2020, the Lumina programme, a tool bringing high performing teams together, has engaged over a thousand leaders across almost 100 teams in workshops focused on self-awareness, trust-building and collaboration. The programme aims to increase self-awareness and build trust and collaboration, enhancing team performance and emotional agility. Nearly 400 employees have also completed Career Conversation Masterclasses, equipping them to lead effective development discussions and support succession planning.

Each business tailors its approach to reflect regional needs. In Africa, over 300 frontline leaders have completed the Leadership Fundamentals Programme, while almost 200 senior managers have participated in executive development courses through the Toyota Wessels Institute for Manufacturing Studies. At Ubombo Sugar, over 300 employees have taken part in leadership coffee sessions, informal forums that promote openness, inclusivity and continuous improvement.

Number of employees highlighting percentage of women in the workforce



In 2025, Azucarera launched its engagement survey across the business. Also in 2025, 40 employees from across all areas and sites have participated in Azucarera's talent programmes, and 40 managers have received training in career conversations to support people development within their teams.

At British Sugar, a network of communication champions ensures consistent engagement across sites, supported by regular briefings and a 2025 communications survey which was complemented by focus groups to gather qualitative insights and improve internal dialogue.

British Sugar is continuing to invest in its employees by launching the First Line Leader Programme, designed for those stepping into or aspiring to achieve line leader roles, targeting critical role succession and first-line leadership capability.

## Case study – Sugar



### Investing in health across our estates

ABF Sugar's health and wellbeing agenda is constantly evolving to address the real needs of employees, their families and the communities where it operates. It is committed to building resilient and thriving communities by implementing effective, context-specific healthcare solutions throughout Africa.

At Illovo Sugar Malawi's Dwangwa Estate, a transformative project is underway to upgrade the existing clinic into a fully equipped, 40-bed hospital. The new facility, part of a major capital investment valued at over £3 million, will feature an operating theatre and maternity services and will serve as the referral centre for 10 government clinics in the district. The aim is to have the facility completed by June 2026. Once complete, it will become a vital lifeline during medical emergencies and natural disasters. This investment builds on our long-standing efforts to combat communicable diseases. The new hospital will expand access and amplify ABF Sugar's impact where it matters most.

In Zambia, the Chuula Clinic, a key medical facility situated on the edge of the Nakambala estate, has undergone a significant upgrade to better serve estate-based employees and their families. The renovated clinic now offers a comprehensive suite of services, including primary healthcare, maternal and child health services, and HIV/AIDS prevention and treatment programmes.



An employee at Illovo Sugar Malawi's Nchalo estate has his blood pressure tested at the main factory clinic

### RoSPA Gold Standard for Safety

In 2025, British Sugar received six prestigious Royal Society for the Prevention of Accidents (RoSPA) Gold Awards, showcasing the business's outstanding commitment to health and safety excellence. The Bury Pre-Silo site, and Cantley and Newark sites retained their Gold status, while Wissington site improved from Silver to Gold. Additionally, both the Bury Customer Supply and Riverside sites achieved Gold on their first attempt.

### Apprenticeships at British Sugar

In September 2024, British Sugar welcomed 24 apprentices in roles ranging from agriculture, design, mechanical and electrical engineering, through to IT and commercial roles. Five new career pathways were introduced, with apprenticeships lasting between 18 and 48 months. From September 2025, there is a new career pathway entry in control engineering.

Over 80% of apprentices still work within the business after 10 years. ABF Sugar is committed to developing the next generation of talent and welcomes applicants from all backgrounds.



A British Sugar process team, two members of which are former apprentices, Wissington, UK

# Our people – Agriculture

AB Agri's ambition is to create workplaces where every colleague can develop and succeed. Its action is focused on diversity and inclusion, safety and wellbeing and talent development.



AB Agri provides a variety of initiatives designed to enhance employees' knowledge, strengthen its talent pipeline, and support individual growth. It offers development and career progression opportunities to help individuals reach their full potential and positively contribute to business goals. Additionally, it seeks to nurture and maintain a fair, innovative and inclusive culture where people can bring their whole selves to work every day.



A laboratory team leader at National Milk Records, Four Ashes, UK

## Health, safety and wellbeing

AB Agri manages health and safety through its Target Zero programme, which also covers feed safety, site environmental compliance and security. Alongside its commitment to safety, AB Agri seeks to provide healthy working environments and enhance all colleagues' working lives.

AB Agri has a robust set of global standards that define clear expectations across all operations. These are set out in its Health and Safety Policy. A dedicated global group of HSE leads provides strategic oversight and ensures consistent implementation of protocols throughout the business globally. This governance structure enables effective monitoring of risk reduction initiatives and supports the delivery of AB Agri's Health and Safety objectives.

In 2025, AB Agri continued to strengthen its Target Zero programme across its expanding global operations. Each business unit maintains a comprehensive continuous improvement roadmap focusing on three key pillars, risk reduction, training and competence development, and the reinforcement of a positive safety culture.

Leadership accountabilities remain central to AB Agri's approach, with responsibilities clearly defined at all management levels. Alongside this, in 2025, AB Agri continued to enhance its health, safety and wellbeing support structure by expanding the number of health and safety resources available within the businesses and increasing the number of operational managers with recognised health and safety management qualifications.

The Target Zero leadership training has been cascaded further across the business, with a focus on leading by example, involvement, communication, challenge, positive reinforcement and reward. AB Agri is also embracing technological innovation through a pilot programme involving an AI-powered camera system to leverage artificial intelligence to support the identification of potential hazards and create safer working environments.

In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 9 in 2024 to 16, resulting in an employee on-site LTI rate of 0.51%. One contractor also experienced an on-site LTI in 2025. All were low-severity incidents with full recovery. An analysis of these incidents identified higher risks with newer employees and during operational transitions. Targeted interventions have been implemented to address these factors.

The business is targeting incident reduction through a severity-focused approach, assessing all incidents, near misses and learning opportunities based on potential severity to prioritise proactive prevention measures. This approach provides valuable data to support risk reduction roadmaps and enables more accurate measurement of the business's improvement journey towards zero harm. Training programmes demonstrated significant engagement with over 7,000 e-learning modules completed, while Safety Learning Opportunities reporting increased by over 26% across operations.

During 2025, AB Agri concluded legal proceedings that related to a serious workplace injury from 2021 at one of its UK sites, resulting in a prosecution. AB Agri accepted full responsibility and has implemented comprehensive measures to prevent recurrence. These actions included strengthening procedures, enhancing training on critical controls and establishing critical-to-life standards. AB Agri has also adopted such measures across all of its operations globally, and has intensified its focus on machinery safety through awareness campaigns and enhanced internal audit processes, ensuring all protocols align with its Target Zero commitment.

AB Agri operates the Take 2 approach as a core component of its Target Zero programme. This initiative empowers every individual to pause and reflect for two minutes before beginning any task, based on the principle that all incidents and injuries are preventable. By giving colleagues the authority and responsibility to assess potential risks and take appropriate action, Take 2 fosters a culture where health and safety is prioritised at every level.

In 2025, AB Agri held a World Health & Safety Day event during which all its operations globally paused to conduct comprehensive hazard identification walks. This initiative reinforced safety vigilance and collective responsibility, contributing to the culture of safety awareness.

AB Agri has strengthened its approach to risk assurance through targeted projects involving operational teams and data-driven insights. Additionally, over 200 people attended sessions on critical-to-life risk standards, enhancing awareness of high priority safety-critical activities across the business.

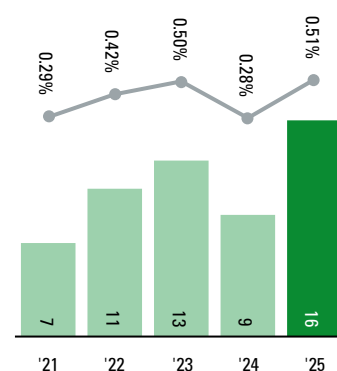
## Wellbeing

AB Agri is dedicated to providing a healthy working environment and improving the quality of working lives for all colleagues. It participates annually in World Wellbeing Week, which aims to raise awareness of the importance of keeping fit and well, inside and outside of work. In 2025, over 2,000 colleagues participated in events during the week from all over the globe which included walks, meditation, resilience talks and skills sharing.

In addition, a number of services are in place to help colleagues balance work and family commitments, manage stress and enjoy a healthier lifestyle. These include:

- Nudge – an impartial, global financial education platform that coaches people to better understand their finances, manage their money and plan for their future;
- Employee Assistance Programme – a service that delivers advice and solutions on mental health, practical problems, medical and nutrition worries, and any legal or financial issues; and
- Mental Health First Aiders – 52 trained individuals who provide initial support, encouragement and guidance, and who understand mental health and what factors can affect wellbeing. All are re-trained every three years.

**Number of employee on-site Lost Time Injuries and Lost Time Injury Rate %**



# Diversity, equity and inclusion (DEI)

AB Agri is committed to creating an inclusive workplace where all employees feel respected, valued and empowered to succeed. This culture is central to achieving equal opportunities and forms the foundation of the business's approach to employee attraction, engagement, development and retention. This commitment, under the umbrella of the This is Me inclusion campaign, is supported by internal policies, targeted programmes and inclusive leadership practices that collectively promote a diverse workforce. It aims to create a sense of belonging where everyone feels comfortable being themselves, delivering inclusive processes and practices such as gender-balanced leadership recruitment and flexible working policies.

AB Agri has established several employee network groups, such as PRIDE, Parents and Carers, Women at Work, Race and Ethnicity, Enable (Disability Inclusion) as well as support groups covering Menopause and Men as Carers. In 2025, a new Fusion group was launched to celebrate the richness of diverse cultures. Each group has a sponsor from the senior leadership team and the leads for each group meet monthly with the AB Agri Chief Executive and Group People and Performance Director to discuss challenges, advocate for underrepresented groups and seek support. In 2025, the groups saw an 18% growth in membership numbers and won an internal award for their work.

AB Agri focuses on attracting, developing and retaining a diverse workforce. Senior leaders embed DEI into business strategy and all have an inclusion measure in their objectives. Line managers are equipped with toolkits to promote diversity, lead inclusive conversations and provide support. In 2025, the division worked with a consultant to pilot a cultural audit aimed at identifying barriers to inclusion and informing a global roadmap for action.

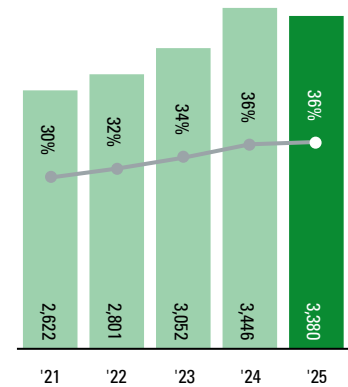
These efforts have delivered tangible progress. Since 2022, formal flexible working arrangements to support improved work-life balance have increased by 141%, carers leave uptake has more than doubled, and in the past year, shared parental leave participation rose by 57%. In 2025, 36% of AB Agri's workforce was female, with women receiving 45% of all promotions, this is a rise of 2% on the previous year. The division has maintained a gender pay gap below 2% (0.4% in 2024) for the fourth year, and in 2025, AB Agri was listed in The Times Top 50 Employers for Gender Equality, reflecting its commitment to gender parity.

In 2025, AB Agri also collaborated with the Armed Forces Careers Transition Service to reach military personnel transitioning to civilian careers, with STEM Women to engage female talent in science and engineering fields, and with Job Centre Plus to support individuals facing barriers to employment, including older workers and those with disabilities. It also partnered with the Business Disability Forum to develop an accessibility checklist to assess and improve site accessibility standards.

Recruitment outcomes have seen increased applications, interviews and offer acceptance rates among women, ethnic minorities and individuals with disabilities. AB Agri prioritises fair and inclusive recruitment practices to ensure a diverse talent pool of candidates from a variety of sources, enabling the business to find the best candidate for each role. The division actively promotes gender balance when recruiting and selecting senior roles across all its businesses by encouraging a balanced shortlist of male and female candidates. It also uses CV anonymising practices to mitigate unconscious bias.

Globally, all recruitment agencies working with AB Agri are required to sign an agreement confirming their adherence to the Group Supplier Code of Conduct. This agreement also references AB Agri's policies on Equality, Diversity, Inclusion and Dignity at Work. AB Agri also joined the UK government's apprenticeship levy transfer scheme. This scheme allows large employers to transfer unused apprenticeship levy funds to smaller businesses or organisations that do not pay the levy. This scheme aims to support local businesses in training apprentices. AB Agri has funded 12 agriculturally related apprenticeships to date.

Number of employees and percentage of women in the workforce



# Engagement and development

Attracting talent to agriculture is an industry-wide challenge, with a need to compete for specialist skills in areas such as technology, marketing, engineering and data insights. In response, AB Agri has established four key focus areas aligned to its business strategy:

- build high-performance practices to drive excellence across businesses;
- develop future-proof capability to expand impact across markets;
- make everyday teamwork and collaboration a strength to enable performance and growth; and
- invest in people and performance tools and technologies to enable data-led decision making.

AB Agri offers a wide range of development initiatives to broaden employee knowledge and skill to drive internal career progression and cultivate a deeper talent pool. All senior leader successors are offered career conversations with their executive and people leads to identify individual support requirements and actions needed to be ready for promotion. In 2025, the business introduced the Shadow Board initiative to develop senior successors.

This group worked together to develop solutions to a live business challenge. Of the 10 Shadow Board members eight are alumni of the internally-led high potential development programmes. Nearly half of all participants to these programmes since 2024 have been promoted since completing the programme and their new rotational programme to support talent progression in the ruminant business has been awarded with a Princess Royal Training award for exceptional commitment to learning and development.

In 2025, over 1,500 delegates participated in 135 development workshops. In addition to an offering of virtual and in-person workshops, they have over 40 different e-learning programmes available in five different languages to ensure everyone has an opportunity to learn and develop.

AB Agri offers levy-funded apprenticeships for employees who reside in England, giving colleagues the opportunity to study for a formal qualification and support their development and potential career progression.

Beyond internal skills development, AB Agri supports the next generation of food and farming talent. This includes sponsorship of the Nuffield Farming Scholarship programme, a 12-month placement for a Harper Adams University student, and funding for 11 PhD students by AB Vista, its feed additives technology business.

Keeping colleagues engaged is crucial for AB Agri who approach this in a number of different ways:

- Listening: the quarterly Engagement survey, Pulse, allows colleagues to provide feedback, ideas and suggestions. The results provide valuable insights for both line managers and People and Performance teams. Line managers are provided with toolkits to facilitate regular action planning sessions where teams discuss their results and any potential improvements to be made;
- Connecting: business-led communication channels such as intranets, town halls and the internal publication, Between the Lines cascade information and news stories such as the results from wellbeing week while site visits from senior leaders help colleagues feel part of the wider organisation; and
- Events: the Extended Leadership Conference for senior leaders of the organisation connects strategic thinking and implementation wider than immediate teams. In addition, the annual awards event, RoadRunner, engages colleagues on what excellence looks like within the organisation.