

# Sustainability Report

2024/25

Our Social Responsibility Progress

# Letter from our CEO

*Hello,*

It's my pleasure to introduce our 5th Sustainability report. As a business we have always been committed to sustainability by looking after the environment, our staff and working closely with our partners to ensure the same values and commitment.

This year has been very special as we celebrated our 60th anniversary and are very proud to be continuing the successful business that Lionel created in 1965. We remain a family-owned business today and are committed to securing a sustainable business for all future generations of the Hitchen family.

We have further strengthened our sustainability commitments every year and this year is no exception.

We achieved a gold medal for the second year running in our EcoVadis sustainability assessment. We increased our score from 74% to 78%. This puts us in the top 5% of all the companies assessed by EcoVadis in the last 12 months.

We are now in the second year of our 5-year sustainability 'Polar Bear' project to reduce our Greenhouse Gas (GHG) Emissions and are on track to meet all our goals and continue to invest heavily in our facilities, equipment and people.

We continue to enjoy impressive growth through global expansion, entering new market categories and growing with our existing customers and distributors through providing excellent service and collaboration. We are very appreciative of this growth and to get external recognition in the form of a number of awards for 'growing business' and 'export' achievements, is also a massive confidence boost.

Winning the growing business awards 'Employer of the year' is a true reflection of the value we place on all our employees and how 'Naturally Fabulous' they all are. We continue to strive to improve through employee surveys, our continuous improvement world class manufacturing programme, living by our 'Hitchen Way values' and hopefully having some fun along the way.

The format of the report has changed this year to include more aspects of the Global Reporting Initiative (GRI) Standard and to signpost more clearly how we are managing our sustainability materiality – what matters to our business and what we can do to impact sustainability more widely.

Enjoy reading!

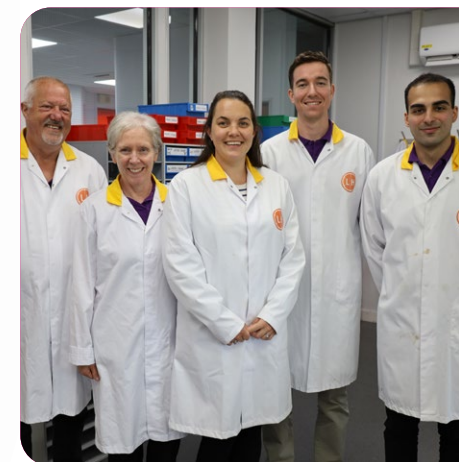


**Eva Agnew**  
Chief Executive Officer (CEO)



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# About Us

Since 1965, Lionel Hitchen has been a privately owned limited liability company manufacturing and supplying natural flavours and flavour ingredients to the food and beverage industry. Our products are sold in over 60 countries, in globally-recognised brands.

We operate from two sites in Hampshire - Barton Stacey (manufacturing site) and Andover (warehouse, offices and development laboratories). We also have a subsidiary sales office in the USA.

The success of our business lies in a number of fundamental ways we operate:



### Our Employees

We couldn't operate without the talented and committed people that we have in our business.

- **28.3%** of employees have worked for us for over **10 years**
- **7.2%** have been with Lionel Hitchen for more than **20 years**




### Our Products

We pride ourselves on developing and providing an extensive range of high-quality products that our customers come back for time and time again.



### Our Operations

We're committed to following the highest quality practices at all stages of manufacturing, from raw material sourcing, processing & production consistency, through to delivery to our customers.



### Our Innovation

Our Creative Solutions Team are constantly crafting new formulations and processes to meet the changing needs of our growing customer base.



### Our Continuous Improvement System

This is delivered through our World Class Manufacturing Programme, under which all teams across the business identify and drive improvements using Key Performance Indicators (KPIs), supported by continuous improvement tools and techniques and guided by the PDCA (Plan-Do-Check-Act) principles.



### Our Management System

Our management systems for Health & Safety (H&S), for Food Safety & Quality and for Sustainability; and for managing our team's performance and development, ensure that we have robust processes in place to uphold the highest standards.

We are proud and active members of:



# About Us

## Our Global Network

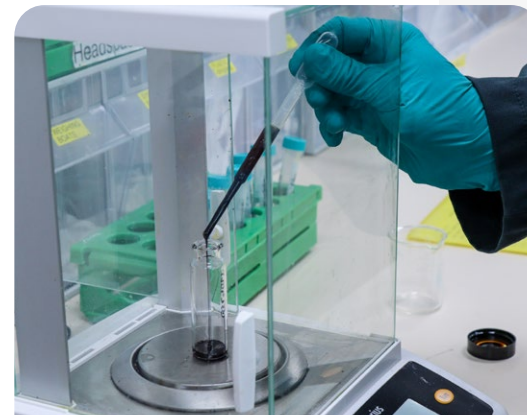
Our network of distributors across the globe are our partners; some of whom we have worked with for over 60 years.



## Our Financial Growth

Our financial growth reflects the effective way we implement all aspects of our business, with ambitious plans to continue to grow, so we can invest further in our people and our sites; to increase production capacity, skills, and extend market penetration through new product development and regional reach.

We do not receive any financial assistance from the government.



## Our Product Capabilities



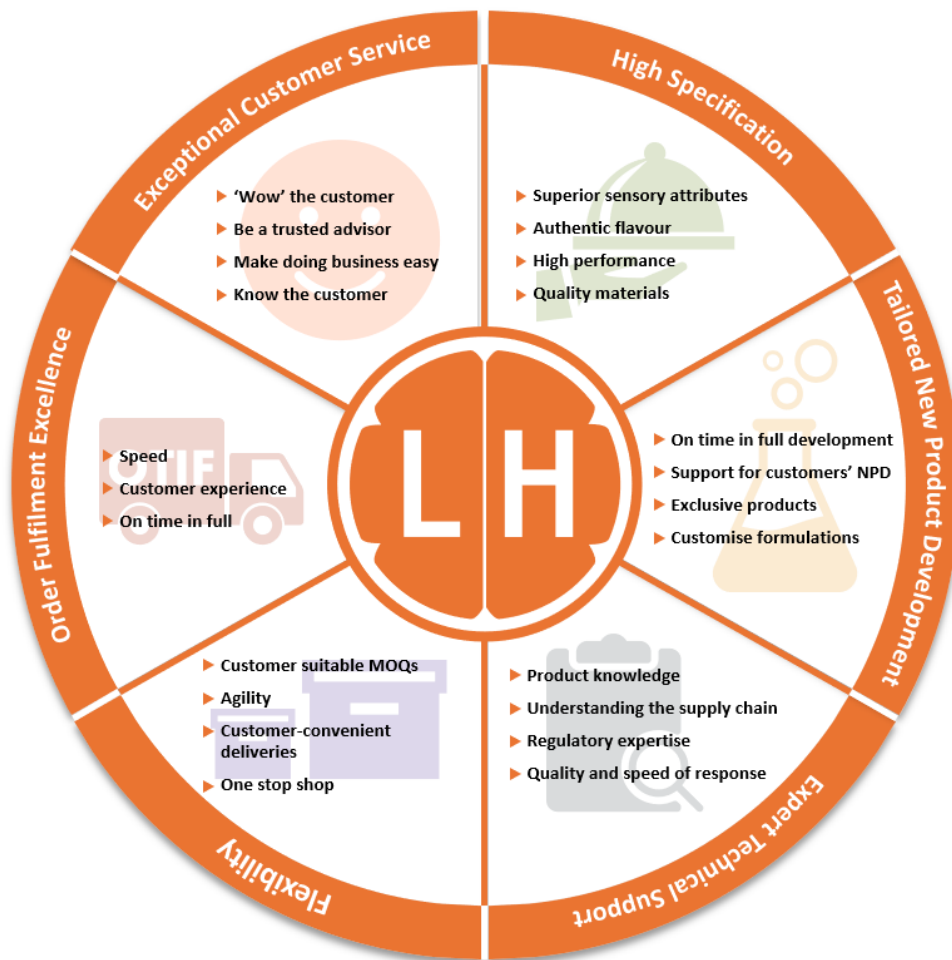
These include citrus specialities, herb and spice extracts and flavourings which are sold as ingredients for flavour and seasoning houses, and for direct use in food and beverage products.



# About Us

## Our Strategy

This is clearly defined to differentiate ourselves from our competitors. We regularly communicate our business strategy to our employees.



## Our Values

We call this 'The Hitchen Way' and it defines how we behave together across teams and with our customers, suppliers and other stakeholders. Our leaders in the business are all trained against the Five Fundamental Leadership Practices of Kouzes and Posner.



# Governance and Policies

The business is managed by the CEO and 4 executive directors. The Executive Director board meets every two months for a full business review. In 2025, Tim Brown became Business Development Director to build on our global reach and distributor network. Nicholas Evans joined Lionel Hitchen as Sales and Marketing Director in September 2025. The CEO reports to a Shareholder Board which consists of the three family shareholders, one non-executive director and one consultant.

The Executive Director Board is accountable for delivering against key performance indicators (KPIs) and reporting regularly to the Shareholder Board.

Name	Board Role	Gender	Age Range
Alison Barnes (nee Hitchen)	Owner-Director (Chairman)	Female	70-75
Alastair Hitchen	Owner-Director	Male	70-75
Peter Hitchen	Owner-Director	Male	70-75
Mohammed Khan	Non-Executive Director	Male	50-55
Eva Agnew	Chief Executive Officer	Female	60-65
Colin Scantlebury	Operations Director	Male	50-55
Tim Brown	Business Development Director (New function for 2024/25)	Male	55-60
Helen McNair	Technical Director	Female	55-60
Nicholas Evans (newly appointed Sept. 2025)	Sales and Marketing Director	Male	50-55

## Nomination and Focus on Sustainable Development

All directors were assessed based on their competencies prior to their nomination and appointments. The board is involved in developing and approving key organisational strategies, values, policies and goals in relation to sustainable development.

Helen McNair, the Technical Director, is responsible for directing the Sustainability strategy and reporting progress to the board every two months. She also represents the Company on:

- IFRA-IOFI Sustainability Committee, representative for UKFA
- FDF Sustainability Committee member
- Seasoning and Spice Association Sustainability working group

The other directors have also taken measures to advance their knowledge on sustainable development issues.



Left to right: Nicholas Evans, Helen McNair, Tim Brown, Colin Scantlebury, Eva Agnew

## Remuneration

Executive Directors are on fixed pay with incentive bonus directly related to operational profit achieved. Salary increases are transparently related to achievement of personal performance against objectives set annually through the Personal Development Review (PDR) process.

# Our Business Awards



In this financial year our success was recognised in being finalists and winners of a number of business awards:

## Grant Thornton Berkshire Ltd Awards

- Allos Holdings Limited (LH's parent company) - Listed in Top 100 largest privately owned businesses and Top 25 businesses for business growth
- Recognition on financial performance, based on turnover growth and average EBITDA margin



## ★ Central South Business Awards

- **Winner** of International Business of the Year
- Business Growth Award
- Company of the Year – Highly Commended



## ★ Solent 250 Awards

- **Winner** for Growth Story of the Year
- Finalist for International Business of the Year



## The Food & Drink Federation Awards

- Finalist Exporter of the Year
- Finalist Food and Drink Engineer of the Year - **Fiona Stafford (Product Commercialisation Manager)**



# Our Sustainability Commitment



PLANET



PEOPLE



PRODUCT

# Our Sustainability Commitment

We are dedicated to conducting business with integrity and respect for people and environment, in accordance with all relevant UK regulations, and supporting customers to determine compliance to local regulations. Our policy framework, for various aspects including environment, human and labour rights, and product safety etc. establishes clear expectations for responsible behaviour across our operations and supply chain. These principles are embedded through training, risk assessments and continuous monitoring of performance and deliverables. The company manages sustainability impacts through defined responsibilities and accountabilities across Quality Assurance (QA), Health, Safety and Environment (HSE), Manufacturing and Sourcing functions. Our stakeholders are informed of decisions through communication and feedback mechanisms.

## Stakeholder Engagement

Our business values encourage trust and respect with all our stakeholders.

We set clear expectations and measures for our business, for teams and for individuals to support our business strategy and ensure continued improvements and growth. This helps people understand the contribution they are making to our success.

We report our progress regularly against our KPIs, internally and with external stakeholders as appropriate.



### Our Employees

Engagement with our people directly influences our ability to operate with responsibility and deliver long-term value. We always listen to our people, involving them in decision-making and embedding this into our sustainability priorities.



### Our Customers

We measure key criteria that impact our customers' ability to operate:

- The quality of our products through 'Quality Right First Time'
- Deliveries are made On Time In Full (OTIF)
- Complaints on product quality and service standards



### Our Distributors

Our Distributors are an important part of our success across the world, and we meet with them regularly in person or virtually to track our measures against mutual goals. Our Distributors' Code of Conduct communicates our expectations of ethical and sustainable practices, which they are required to sign and provide training to their internal workforce.



### Our Suppliers

Our Suppliers are fundamental to our sustained growth. And so, sustainability factors such as human rights, greenhouse gas emissions and agricultural practices are key parts of our dialogue with them.



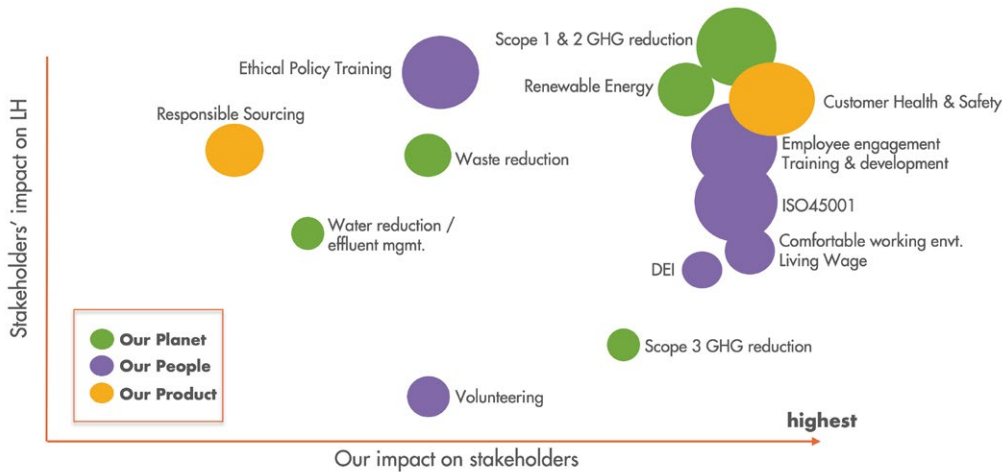
### Our Community

Our community is also a stakeholder in our operation as it provides our current and future employees and has the potential to uphold our reputation. Therefore, we have a responsibility towards it.



# Materiality Assessment



To proactively respond to sustainability risks and opportunities, we assessed the level of influence among a range of issues in order to prioritise our focus areas. In identifying the most impactful topics, the size of bubble reflects our strongest commitment on resources allocation and continuous improvement.



Our priorities connect to United Nations Sustainable Development Goals (SDGs) and therefore highlight our strategic approach, contributing to universal goals positively. These are the most relevant SDGs to our plans and processes.



This is Lionel Hitchen's 5th sustainability report, and we continue to report our sustainability progress adhering to Global Reporting Initiative (GRI) framework. GRI Index referencing our relevant disclosure is available in the Appendix of this report.

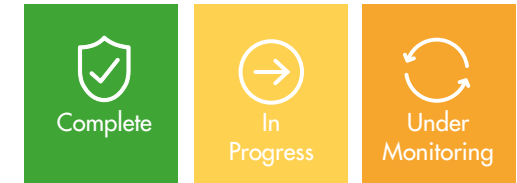
Our dedicated focus areas and material impacts	
 <p>Our Planet</p>	<p><b>Greenhouse Gas (GHG) Emissions Reduction</b></p> <p>As our business grows, GHG emission reduction remains a top priority. We are committed to energy and carbon-saving projects and over the years have invested in improving energy efficiency via building and heating/cooling system optimisation.</p> <p>We celebrated one of our major achievements in the reporting year: Solar PV system was built and is operating in our Andover site to supply clean energy in our operations.</p> <p>With ambitious targets set to transform the heat and cooling generation process in production, technologies are currently in pilot-trial, which will lead the way for our business-wide transformation.</p>
 <p>Our People</p>	<p>Our passionate employees are vital to our success in the business; we are dedicated to providing a decent and safe working environment.</p> <p><b>Employee Engagement</b> Not only introducing a wide range of staff benefits, we also attentively listen to our employees' feedback via employee satisfaction surveys and continue to upgrade the working conditions.</p> <p><b>Training and development</b> We continuously invest in comprehensive training and development programmes at all levels, through leadership workshops and various departmental upskilling sessions, and sponsorship on professional certification.</p> <p><b>Health and Safety / ISO45001</b> We are committed to a robust health and safety management system with strict control and monitoring in place. External assurance via ISO45001 certification is planned in FY25/26, enabling us to evaluate any potential gaps and further enhance our process.</p>
 <p>Our Product</p>	<p>We are responsible for our value chain from raw materials suppliers to end-customer.</p> <p><b>Customer Health and Safety</b> Food safety is embedded across our business, and we are proud to maintain BRCGS AA grade in our 2025 audit. We recognise this as a material topic in accordance with GRI topics.</p> <p><b>Responsible Sourcing</b> We are committed to strengthening our connection with supply chain partners, to communicate Lionel Hitchen's sustainability roadmap and expectations more effectively. We will identify opportunities to improve human rights and agricultural processes with some collaborative work in FY25/26.</p>




# Our Goals and Progress

We set ambitious long-term goals and targets last year and have proactively taken steps to make measurable progress. Our sustainability goals are shared with all stakeholders and monitored through at least annual performance reviews to ensure we remain on track.

These objectives are fully integrated into our business strategy. They cascade through departmental annual plans and are embedded into individual SMART targets within personal development reviews, ensuring accountability and alignment across the organisation.

## Status Key



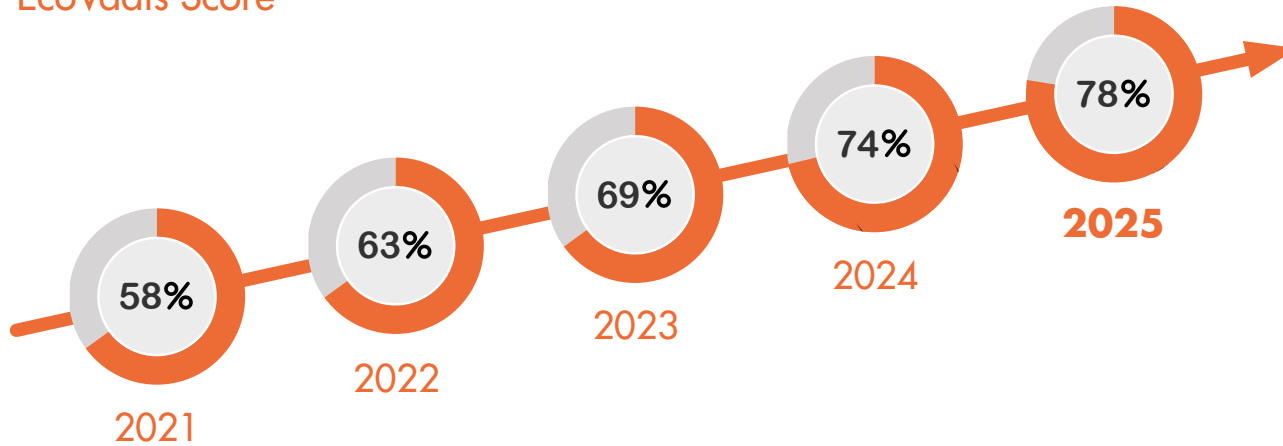
Area	Our Mission	Progress / Action taken	Objectives	Status	
 Planet	GHG	Reduce GHG emissions by 60% by 2030 from 2020 benchmark	Installation and trials of localised heating for distillation	To roll out across all stills by end 2027	→
		Generate 40% of our own electricity by 2035	Solar Panel system built in Andover site	Explore opportunity to more PV system	→
		EPC (Energy Performance Certificate) Compliant by 2035 - B rating for all buildings	Planning under-way		→
	Water	Effluent water reduced by 20% by 2030 from 2020 benchmark	Exploring opportunity		→
	Waste	Reduce empty packaging waste	Exploring opportunity		→
	Waste	No waste to landfill	Waste stream now tracked with diversion information		↻
 People	Health & Safety	Implementation of ISO45001 system by end 2025	Certification process in FY25/26		→
		Improved working environment in production areas	Conducted noise assessment and upgraded ventilation system	Expand to other production areas in phases	→
	Working Condition	Accredited as Living Wage employer by 2025	Completed		✓
		Ethical Training for 100% of staff by end of 2025	31 key staff attended the training	Continue through 2026	→
 Product	Responsible Sourcing	70% strategic suppliers with SMETA audits by 2030	65%	Review responsible sourcing policy	→
		95% Total suppliers with sustainability assessment (SEDEX SAQ, EcoVadis or equivalent)	67%		→
		50% volume of top 3 commodities sourced from certified sustainable agriculture	Planning under-way		→

Our energy and water reduction targets are from the 2020 baseline.

# EcoVadis

We continued to participate in EcoVadis assessment this year. We were very proud to maintain the Gold Award achieved in 2024 and be in the top 5% of all EcoVadis-rated companies; and our score further increased to 78% this year.

## EcoVadis Score



We achieved 'Outstanding' in Sustainable Procurement this year and were rated 'Advanced' sustainability performance in all other themes.



We use the feedback from our EcoVadis assessment to identify continuous improvement activity and inform our overall strategy.

## Ecovadis Recognition

Scan or click the QR code below to learn more about our EcoVadis recognition.



## Supplier Leadership on Carbon Transition

Lionel Hitchen has participated in the 'Supplier LOCT' (Supplier Leadership on Carbon Transition) programme. This is sponsored by a number of food and beverage (and other) producers to support their suppliers in reducing carbon emissions.





Our Planet



# Commitment



Recognising the influence our operations have on the climate and nature, we are committed to taking meaningful action by embedding environmental stewardship into our culture, strategy, and everyday operations.

Through a robust environmental management system, we continue to operate with consideration to resources to refuse, reduce, reuse, repurpose, recycle and to minimise direct impact on our environment through our activities. The targets we have set for our business are:

<b>CLIMATE</b>	60% GHG reduction by 2030 from the baseline 2020
	40% of our electricity to be generated on-site by 2035
<b>WATER</b>	20% effluent water reduction by 2030
<b>WASTE</b>	Reduce “empty packaging” waste through identifying opportunities for replacing single use containers with multi-use containers

Our energy and water reduction targets are from the 2020 baseline.



# Climate

## Climate Change Resilience

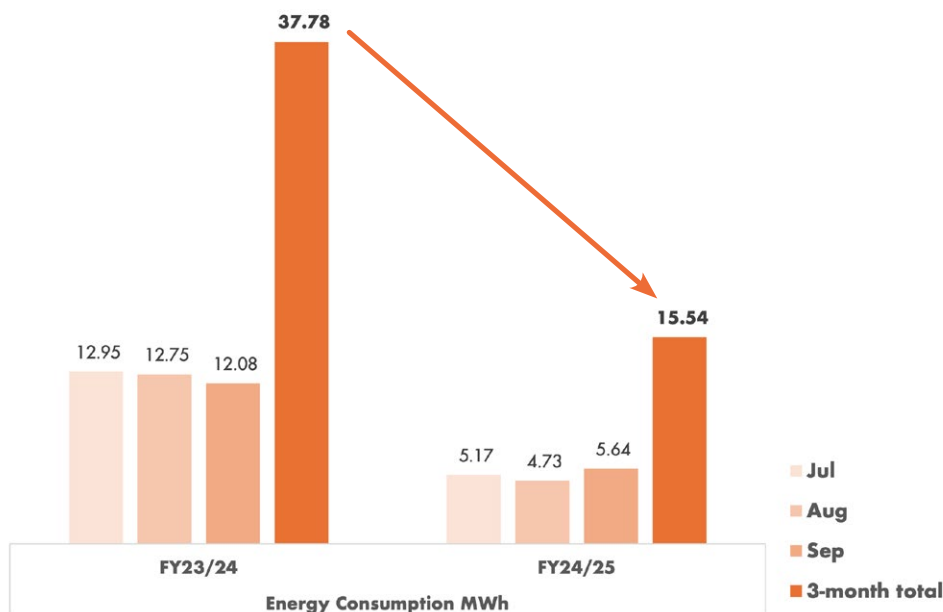
We assessed the risk of climate change to our operations, people and supply chain, by evaluating both impact and likelihood. Among various climate variables, prolonged periods of high temperature were highlighted as a risk, potentially increasing costs to cooling infrastructure and heightening employees' exposure to heat stress. We therefore prioritised action that improved the working environment, which is reflected in our materiality assessment.

## Our Approach

This year marked a significant achievement for Lionel Hitchen with the successful completion and operation of our Solar PV system at our Andover site. The system now delivers clean renewable energy, reducing our reliance on conventional power sources.

We tracked significant reduction of energy consumption by 59% on average across July to September 2025 since the operation of Solar PV system. We saved 65% carbon emissions across the three months with the system.

Energy Consumption MWh (Andover site)



Looking ahead, we remain focused on reducing our reliance on fossil fuels and exploring alternative energy sources. This ongoing transition plan will help us move towards more efficient and environmentally responsible operations.

## Our Vision on a Low-Carbon Future with our Polar Bear Project

Through our five-year Polar Bear Project, we have taken decisive action to transition away from diesel-powered steam generation. Ongoing trials of alternative heating technologies are closely evaluated to ensure they meet our performance and sustainability standards. Full adoption will follow a phased implementation plan to maximise environmental benefits and operational resilience.



## Reporting

We track and report energy use and Greenhouse Gas (GHG) emissions across both our operational sites: GHG emission intensity relative to our production volumes is also measured.

Total emissions can fluctuate as our business grows, but intensity shows how efficiently we operate. Some of our processing operations are much more energy intensive than others, so depending on our product mix, the intensity can vary from year to year. However, we expect this to fall in line with our energy reduction plans.

# Climate



## Energy Use

Energy Consumption (MWh)	FY 22/23	FY 23/24	FY24/25
Purchased electricity	963.8	936.9	1039.16
Natural Gas	237.5	138.2	289.97
Fuel Oil*	1729.2	1784.7	1967.13
Employee Mileage / Car fuel*	20.6	30.9	0.70
<b>Total Energy Consumption (MWh)</b>	<b>2951.2</b>	<b>2890.8</b>	<b>3296.96</b>
<b>Energy Generation (MWh)</b>			
On-site renewable energy	0	0	38.55

\*Restatement: We reviewed our prior year data and corrected errors and refined our methodology to enhance reporting accuracy and consistency.

## Ecologi

We continue to subscribe to a carbon offsetting platform to compensate for the greenhouse gas (GHG) emissions that we inevitably make.

Since joining, we have made significant impact to the collective action via Ecologi.



**2,297**  
Trees funded

**276**  
Tonnes of CO<sub>2</sub> emissions avoided

Within the reporting period, we have funded the **Reforestation of 576 trees and avoided 96 tonnes of CO<sub>2</sub> emissions**

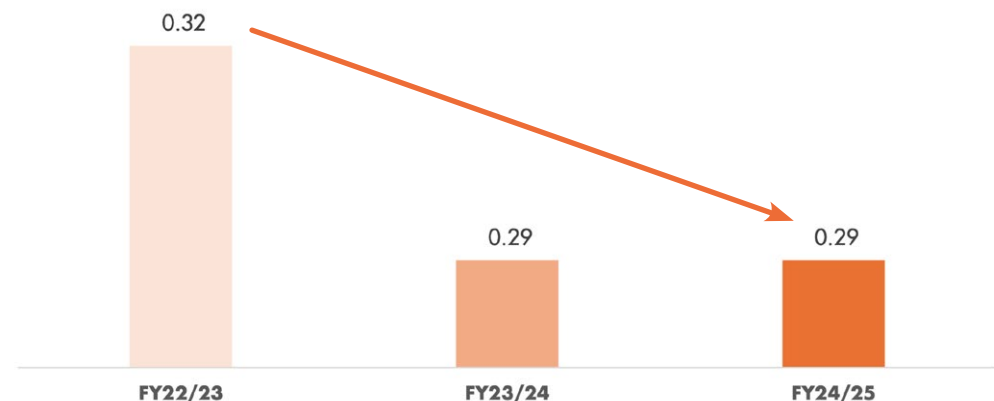
## Greenhouse Gas (GHG) Emissions

Scope 1 (tCO <sub>2</sub> e)	FY 22/23	FY 23/24	FY24/25
Fuel Oil	449.0	457.8	504.57
Employee Mileage / Car fuel	5.3	7.5	0.16
Natural Gas	43.5	25.3	53.05
Refrigerant Loss	45.8	45.8	0
<b>Scope 1 total emission (tCO<sub>2</sub>e)</b>	<b>543.5</b>	<b>536.4</b>	<b>557.8</b>

Scope 2 (tCO <sub>2</sub> e)	FY 22/23	FY 23/24	FY24/25
Purchased electricity	199.6	194.0	183.9
<b>Scope 1 &amp; 2 (tCO<sub>2</sub>e)</b>	<b>743.1</b>	<b>730.4</b>	<b>741.7</b>

GHG emission intensity (tCO <sub>2</sub> e/tonne product)	0.32	0.29	0.29
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**Intensity ratio (tCO<sub>2</sub>e/tonne product)**



# Water and Waste



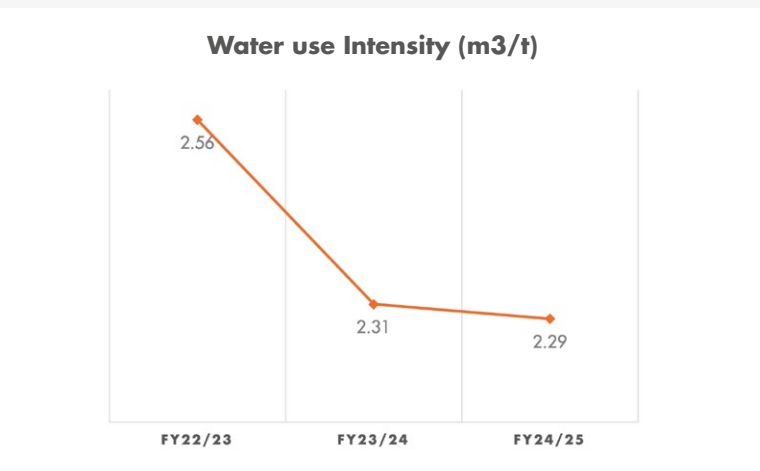
## Water

To ensure that effluent water meets discharge quality standards we test our effluent for suspended solids and chemical oxygen demand, and it is continually tested for pH.

Beginning this financial year, we streamlined our water consumption tracking process and now report our usage as follows.

	FY22/23	FY23/24	FY24/25
Water consumption (m3)	5,968	5,809	5,825
Water use intensity (m3/t)	2.56	2.31	2.29

Water intensity is calculated relative to our production volumes at our manufacturing site.



In relation to our water target, we will commence work on water effluent reduction.

## Waste

Our effective waste management system ensures all waste streams are mapped and disposed of appropriately with minimal environmental impact. Special wastes are labelled clearly, stored separately in dedicated areas and only collected by licensed contractors.

We selected and reviewed our waste service provider carefully to confirm our “no landfill” policy. Waste treatment methods are also communicated – amount of waste recycled and incinerated, and if energy generation is taken place.

To repurpose organic waste, we supply our botanical waste to a local farm for composting through external partnerships. As we now have visibility on the waste streams and volumes, this provides a baseline for our waste reduction programmes in the future.

Waste generation and the treatment as per below table.

	FY 23/24	FY 24/25
<b>Hazardous waste (tonnes)</b>	<b>116.9</b>	<b>134.3</b>
Off-site recycle (WEEE / Printer cartridges)	1.3	1.4
Off-site incineration (with energy recovery)	107.5	109.7
Off-site incineration (without energy recovery)	8.1	23.2
<b>Non-hazardous waste (tonnes)</b>	<b>215.2</b>	<b>229.2</b>
Off-site recycle	119.5	133.1
Off-site compost	53.1	61.7
Off-site incineration (with energy recovery)	42.6	34.4
<b>Total waste generated (tonnes)</b>	<b>332.1</b>	<b>363.5</b>

From our non-hazardous waste stream, the recycling rate (including composting) has increased from **80% to 84%** this reporting year. We will continue to identify opportunities to “reduce, reuse, recycle” resources. “Empty packaging” waste will be one focus area to work on collaboratively. One key focus next year is to work with one of our customers to reduce plastic usage in primary containers.

We established effective spill clean-up procedures to address the risk of environmental contamination. Designated spill kits are available in both sites. Staff have been trained in the use of these kits to ensure that any spills are carefully contained and do not contaminate the water course or environment. Investigation is conducted to prevent re-occurrence of such environmental accidents.

Our controls ensured that we had no significant spills that required reporting to the environment agency, and therefore we incurred no fines.



# Our People



# Commitment



Our People are the cornerstone to business success. Adhering to UN guiding principles of 'Protect, Respect and Remedy', we are committed to a safe, inclusive and respectful workplace where everyone can thrive. Our priorities of strong health and safety practices, fair working conditions with competitive pay and benefits, and continuous learning opportunities enable our teams to feel valued and empowered.

## Occupational Health and Safety

We are fully committed to safeguarding the health and wellbeing of everyone who enters our business or is impacted by our operations. Maintaining a safe and supportive environment is fundamental to our values and how we conduct our business. We foster a culture of health and safety awareness, ownership, and accountability, ensuring that these principles are embedded throughout all levels of the organisation. Through comprehensive training and robust risk assessments, we work diligently to identify potential hazards and implement effective measures that minimise risks, enabling our people to work confidently and securely every day.

## Management System

As a manufacturer of flavourings handling highly concentrated and hazardous materials, we recognise the importance of stringent hazard control and management over machinery use and operational process. Our Health and Safety (H&S) policies cover the full breadth of our operations to protect employees, contractors, and visitors on site.

We maintain a structured governance approach, supported by a dedicated Health and Safety Manager, an employees' Health and Safety Committee that meets every six weeks, and bi-monthly management H&S meetings. We reviewed and upgraded our management system in line with ISO 45001; and to validate our system robustness, we will take part in ISO 45001 certification next year.

If any child or young person (over legal working age but under 18) accesses our site for purposes such as student placement, learning experience etc. a risk assessment will be conducted prior to any on-site activity. It is to ensure risk is controlled at its lowest practical level and working conditions are supervised. Young persons, if recruited, will never be involved in hazardous work and do not work overtime or shifts.



# Risk Assessment and Mitigation



Conducting H&S risk assessments helps us identify and manage potential hazards before they cause harm. We identify and evaluate risks across both administrative and operational activities at each site. For every risk, we consider severity, likelihood and effectiveness of existing precautions. This structure ensures we highlight the most significant risks and allocate resources where they will have the greatest effect. A risk-based approach helps us prioritise actions and continuously improve workplace safety by implementing additional controls. Post-action residual risks are re-assessed for further mitigation.

We have carried out detailed exposure monitoring in our production, with a focus on vapours, fumes, and toxic or respiratory irritant hazards. To reduce exposure risks, we completed upgrades to local exhaust ventilation (LEV) in several weighing and mixing stations, with further improvements planned for additional areas including compounding, small-mixing, and packing.

A comprehensive noise assessment was also conducted across production environments and all noise-exposed operating positions. Based on measured noise levels, we have implemented appropriate controls, including the provision of suitable hearing protection, the addition of warnings within manufacturing procedures, and the placement of clear signage in prominent areas to reinforce safe practices.

## Use of Hazardous Substances

We have strengthened our Control of Substances Hazardous to Health (COSHH) assessment process by applying a more detailed, hazard-based approach. Each substance is evaluated against key factors including Occupational Exposure Limits (OELs), quantity handled, dustiness of solids or volatility of liquids. Based on these criteria, we assign the required control measures (A–E) to ensure safe handling. Assessments are completed at the raw-material level, with substances grouped within Batch Manufacturing Records (BMR) and reviewed by HSE before production to ensure effective risk management across operations.

We produce Safety Data sheets (SDS) in accordance with Classification, Labelling and Packaging (CLP) Regulation, based on Globally Harmonised System (GHS) and Occupational Safety and Health Administration (OSHA) format. These documents are regularly updated and accessible to production staff to support safe working practices. Relevant Personal Protective Equipment (PPE) is provided and required to wear, according to specific risks in operational processes.

Further to current measures, we plan to:

- **Enhance effectiveness of safety walk-throughs and encourage peers' continuous learning via collaborative approaches from various production sections**
- **Optimise permit-to-work system to educate and safeguard on-site health and safety from our subcontractors**
- **Upgrade local exhaust ventilation to more production buildings, e.g. compounding and packing areas**

## Awareness Training

We continued to strengthen our comprehensive health, safety and environment training programme, providing both mandatory-to-all topic-specific training courses – such as manual handling, fire awareness – and role-specific training e.g. forklift operation, asbestos assessment for staff in the engineering workshop. Our H&S team closely monitor attendance and ensure refresher training is delivered according to appropriate training intervals. Training is arranged either in-house or via accredited external bodies. New joiners are required to complete the H&S induction training.

**100%**

**of new joiners completed H&S training**

**100%**

**of production employees received scheduled training during the year**

**16**

**certified first-aiders with valid certificates and 3 newly certified in the year**

**3**

**certified mental health first aiders**

In addition to maintaining training regularity, we plan to expand our training portfolios with programmes certified by the Institute of Occupational Health and Safety (IOSH), including “Managing Safely” and “Working safely” for relevant staff.



# Accident and Emergency



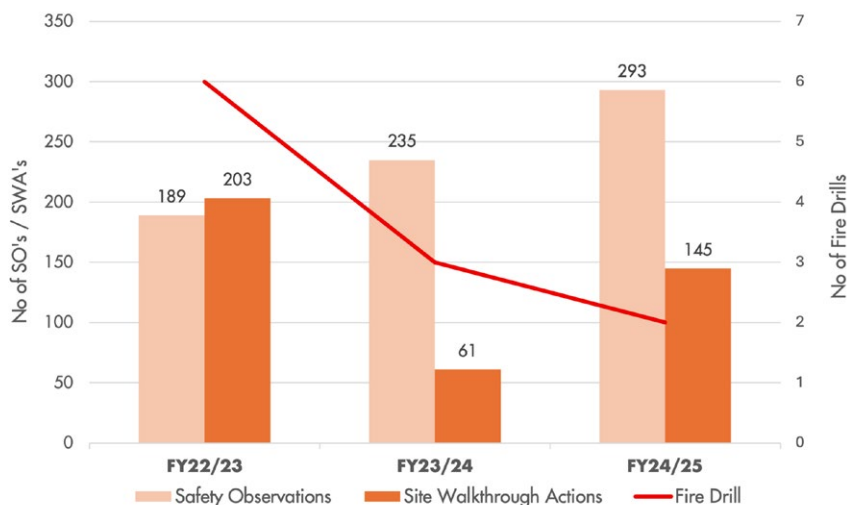
We maintain a comprehensive approach to workplace health and safety through strong emergency preparedness, proactive hazard identification, and rigorous incident management. Our emergency response programme includes spill procedures, evacuation readiness, and fire drills conducted at least twice a year, supported by weekly fire alarm testing to ensure system reliability.

Hazard and near-miss reporting is embedded in our daily operations. All safety hazard cards and near-miss reports are reviewed each day at the operations meeting to share learnings, confirm corrective actions, and prevent recurrence. Teams also conduct regular safety walk-throughs in their areas, documenting observations and reporting concerns through hazard cards so that follow-up actions can be tracked and completed.

We apply a structured, multi-level incident reporting framework that includes safety observations, hazard reporting cards for near misses, and formal accident reporting. All incidents and safety measures are thoroughly investigated, with root causes assessed and trends monitored to identify opportunities for continuous improvement. This integrated approach strengthens our safety culture, enhances risk prevention, and ensures ongoing improvement across our operations.

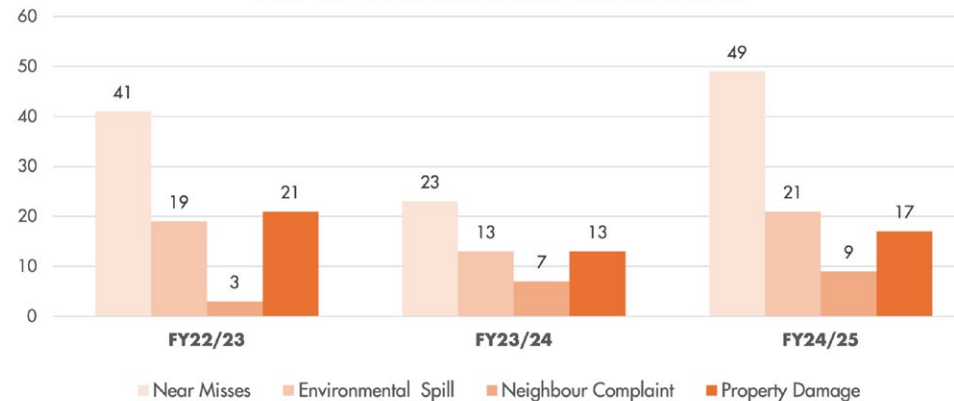
This year the team carried out: **145 site walk-throughs, 2 fire drills and reported 293 safety observations**

**Year on Year Proactive HSE Statistics**



We also report incidents and accidents, product spills and property damage, potential security issues, neighbour complaints and other environmental issues.

**Year on Year Reactive HSE Statistics**

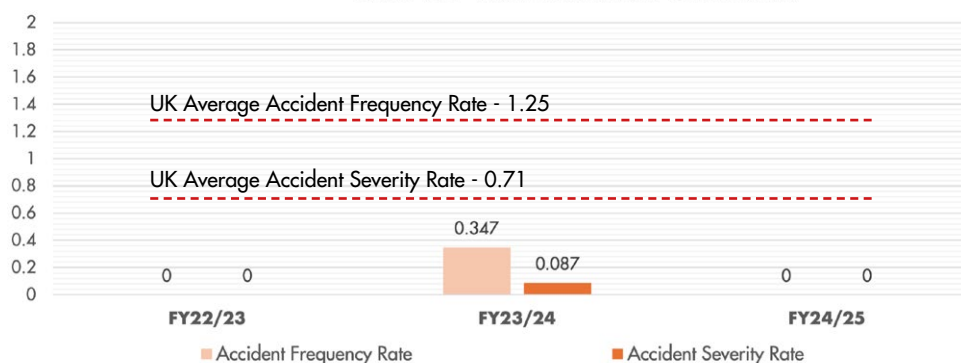


We actively monitor the accident likelihood and impact via Accident Frequency Rate (AFR) and Accident Severity Rate (ASR).

**Accident frequency rate = no. Lost Time Incidents events x 100,000 / total hours worked company-wide**  
**Accident severity rate = no. of days lost x 1,000 / total hours worked company-wide**

In the last reporting period, there was 1 RIDDOR-reportable incident and lost-time accident and this year we did not have any reported.

**Year on Year Accident Statistics**



# Employee Wellbeing



We are proud to be a Living Wage-accredited employer, reflecting our firm commitment to fair and responsible employment practices. Paying a living wage is a core part of how we support our people, ensuring that every one of us earns enough to meet their basic needs and maintain a decent standard of living. We have created a workplace where people feel secure and motivated, strengthening workforce wellbeing. We will review the pay scale also for regular sub-contracted staff in the next year.

## Our Living Wage Gap remains at ZERO

Our employees, where roles are suitable, enjoy flexible working arrangements including a hybrid working policy.

We value opinions and genuine feedback from our people and conducted 2 employee surveys in both February and August 2025 with a response rate of over 70%.

90% of respondents acknowledged, **“I am proud to work for Lionel Hitchen”**.

When being asked about what they enjoyed about working at LH, they responded:

What I enjoy most about working at LH is the family-like atmosphere. People genuinely care about and support each other, which makes it a great place to work.

The openness of the company, how approachable most directors and managers are. The ease of being able to speak to the required person if you have an issue.

The organisation cares and offers fair salaries and amazing perks and bonuses, but I value having a good boss very much and my actual job role.

Based on the feedback, we improved the “Time-off for Dependants policy” and are introducing paid birthday leave from 2026 onwards. More improvements are in the pipeline, for example better quality of one-to-one meetings, rolling out career development workshops, etc.


In addition, we have partnered with Health Shield for several years to provide a health cash plan for all staff, covering a wide range of treatment options. Via an Employee Assistance Programme, our people can also be supported on mental health, bereavement, financial advice or health concerns with a 24/7 hotline.

We regularly invest in upgrading our amenities to ensure a comfortable, safe and modern environment. Improvements this year include the refurbishment of shower and changing rooms, which provide better accessibility and a welcome space for staff who cycle to work or exercise.


An Electric Vehicle Salary Sacrifice Scheme is available to our employees and in FY24/25 have had 5 employees enrolled in the scheme.



### Our Employee Breakdown



**141**  
Full Time



**11**  
Part Time

5.9% turnover of employees (unexpected leavers)

	FY22/23	FY23/24	FY24/25
Turnover rate	4.5%	16.66%	5.9%

**We recruited 27 new employees during the year**

Temporary employees are only recruited for specific projects or as intermediate cover for absence while we recruit or for maternity cover.

# Training and Career Development



## Career development and salary review

Performance Development Review (PDR) meetings are formally held annually, which include a discussion on training and development requirements. Personal Development Plans (PDP) are developed to support employees' skills and knowledge enhancement within our business. 100% of our permanent employees have PDRs, set at the beginning of each financial year and are reviewed at least half-yearly to track progress against objectives. Regular one-to-ones are also encouraged as an effective communication and feedback channel.

Salary increases for all employees are according to individual PDR performance grades given each year. Salary levels for roles are benchmarked regularly against the market to ensure we remain competitive, and we take cost of living increases into consideration.

Our bonus scheme rewards strong performance by linking outcomes to both company profit and individual contribution. Not only do we acknowledge the hard work and achievement of our people, but sharing our company's success also recognises the collective value we have created together.

We actively encourage internal career development and support upwards career mobility. We have internally promoted **6 employees** this year, demonstrating our commitment to employee growth and building a resilient team.

## Training and Development

We delivered leadership workshops for our 'middle-grade' employees, as one of our development objectives. The workshops introduced leadership theory and practice, with a focus on the Kouzes and Posner 'Leadership Challenge' model as adopted at Lionel Hitchen.

Working with our leadership trainer, our teams explored what effective leadership looks like within their roles, the qualities that inspire others and the impact on their team members. They applied principles to real workplace challenges and plans for meaningful change.

We also encourage and support external professional training and certification, focused on individual role and department requirements.



**66**  
leaders are trained in leadership

**27.6**  
hours of training completed per person

Training / Certification	Number of employees trained
Level 3 Auditing and Inspection	1
Level 3 Cleaning and Technology Control	2
National Examination Board in Occupational Safety and Health	1
Advanced Customs Practitioner	1
Chartered Institute of Management Accountants (CIMA)	1
International Air Transport Association (IATA) Certification	13
International Maritime Dangerous Goods (IMDG) certification	4

# Employment Conditions and DEI



All employment with Lionel Hitchin is voluntary. We do not use child or forced labour in our operations or facilities and have a robust recruitment process which includes in-person interviews and the checking of ID documents. Any form of unacceptable treatment of employees is not tolerated, including exploitation of children, physical punishment or abuse or involuntary servitude. We do, however, support legitimate work experience programmes and apprenticeships that comply with the applicable laws and regulations. Our [Modern Slavery statement](#) has been published to demonstrate our commitment and activities against modern slavery in our operations and supply chains.

**100% of our employees are trained online in Modern Slavery.**

We are committed to ensuring that our employees can work in an environment free of physical, psychological or verbal abuse, the threat of abuse and sexual or other harassment and, accordingly, we have zero tolerance of any such abuse. Company policies are set out to reflect these standards and are accessible to all employees on our Intranet site, including grievance policies.

Where we make a significant change to an employment contract we give at least 4 weeks' notice. For changes to shift patterns at least 2 weeks' notice is given.

## Diversity, Equality and Inclusion

We are committed to promoting equal opportunities in employment and creating a workplace culture in which diversity and inclusion is valued, and everyone is treated with dignity and respect.

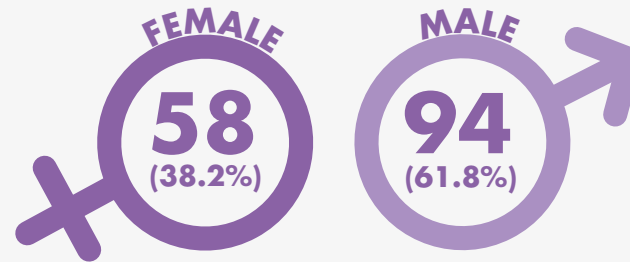
We maintained our Disability Confident Employer status this year and conducted a review of our recruitment and selection policies and procedures to ensure they are more inclusive. For example, a disability question in the recruitment process enables reasonable accessibility adjustments that the candidate may need from the outset before interviews and hiring.

**92.7% of employees are trained online in Diversity, Equality and Inclusion.**

**70% of managers are also trained in Unconscious Bias.**

Making them better equipped to make fair and objective decisions and hence foster equal opportunities from hiring to performance evaluation and promotion.

### Female vs Male employee distribution



	FY23/24	FY24/25	Change
Male	58.9% (86)	61.8% (94)	+2.9% (+8)
Female	41.1% (60)	38.2% (58)	-2.9% (-2)

Female vs male distribution in management positions:  
15 females (25.9% of total number of female employees)  
and 21 males (25.5% of total number of male employees)

	FY23/24	FY24/25	Change
Male	25.5%	22.3% (21)	-0.2%
Female	21.6%	25.9% (15)	+4.3%



**Gender pay gap**  
Median: -8%



**Diverse employee ethnicity**  
34 staff - Poland, Latvia, USA, Spain, Lithuania, Brazil, Malaysia, Turkey, Czech Republic, Hungary, Philippines, Italy and France



**Discrimination incidents**  
0 reported incidents of discrimination in the last 15 years.



**Maternity leave**  
We supported 4 female employees through maternity leave. 100% return to work rate.



**Employee location**  
Out of 152 employees, 92 (60.5%) are at our manufacturing site in Barton Stacey and 60 (39.5%) at our site in Andover

# Business Conduct



## Ethical

We have a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships wherever we operate and to implementing and enforcing effective systems to counter bribery.

In addition to the formal anti-corruption and bribery policy, mandatory training on the topic is required for all 'risk' roles, such as sales, purchasing and directors. 31 key positions received scheduled training this year.

To ensure ethical behaviour across the value chain, we also require our distributors agree to and sign the ethical code of conduct, as part of the contractual agreement, reinforcing our commitment to preventing any form of unethical practices.



## Responsible Information Management

Our company places the highest importance on the secure handling and management of all data we hold or generate, particularly personal information relating to customers, staff, and other stakeholders and our intellectual property. The security of third-party data encompasses the protection of customer personal identification information (PII) and the protection of third-party intellectual property rights.

In addition to our IT security and IT Acceptable Use Policy, we arrange online training via online providers regularly and phishing email tests as a measurement of training effectiveness.



**100%**  
of new joiners are required to complete GDPR training



**100%**  
of current employees received refresher training

Annual internal audit is carried out by our IT team, and we were also externally assessed by a third-party who performed IT penetration testing in June 2025. The test simulated a cyberattack on our business system to validate our existing security measures and help us identify improvement areas.

We intend to further review our processes and procedures to plan more granular control in the next year. More advanced levels of external assessment will be scheduled to ensure the effectiveness of our controls. We didn't receive any complaints or incidents on data security breaches from stakeholders during the reporting period.

## Grievance mechanisms

The grievance procedure promotes an inclusive workplace through open, honest and transparent communication. It applies to all employees and other stakeholders regardless of length of service. While encouraging informal discussion for resolving issues; the formal procedure, if requested, is available for employees to submit a written grievance to their line manager, and/or Human Resources. Unresolved concerns will be escalated upwards, and employees can appeal if they are not satisfied with the decision.

A whistleblowing mechanism is in place if someone wants to raise critical concerns, including serious health and safety risks, possible bribery, fraud and corruption, etc. We have provided our staff with a confidential external helpline number, with training through our online training provider. Whistleblowers are protected from retaliation.

**In the year we received 0 reports from either the grievance mechanism or whistleblowing channel.**



# Community



All employees are offered 1 day per calendar year to volunteer with a charity of their choice.

We have built our relationship with The Enham Trust over the last few years for our corporate volunteer days. In the year, we have organised 3 volunteering events and 16 members of staff attended. Each session was a mixture of activities, for instance working on their new community garden, vegetable garden, helping in their tea packing warehouse or working on their Christmas Tree Field.

"I have worked closely with The Enham Trust for a number of years now since joining Lionel Hitchen and very much enjoy collaborating with them on our corporate volunteer days as well as offering work experience placements to their residents. Our partnership with the trust is something I value and am proud to be so involved with".

**Stephanie Robertson**  
(HR Advisor)

"The session was a great experience. Very engaging day with the variety of activities, and I felt good to contribute to a community project in a practical way."

**Rachael Copeman**  
(HSE Co-ordinator)



"I spent a wonderful day volunteering with our friends from Enham Trust. We dug a lot, tidied up the area, prepared vegetable beds for planting, and above all, had a lot of laughs. It felt incredibly rewarding to dedicate a day to helping these wonderful people. I can't wait to do it all again next year."

**Hal Kirgin**  
(Learning and Development Coordinator)



# Our Product

# Our Products



## Customer Health and Safety

Our commitment to providing safe and reliable products and services for customers is substantiated through adoption of our robust Food Safety & Quality Management System. We adhere to legal requirements and industry best practices; and create a culture and working environment of food safety and continual improvement.

**We are proud of be rated AA grade in BRCGS Global Food Safety Standard.**

# BRCGS

Food Safety

CERTIFICATED

## HACCP (Hazard Analysis and Critical Control Points) Implementation

Our business has a fully implemented and effective food safety plan incorporating the Codex Alimentarius HACCP principles. This is in place to mitigate food safety hazards and also meets the requirements of the USA Food Safety Modernisation Act (FSMA).

The Food Safety Plan is developed and managed by a multi-disciplinary food safety team who are all qualified to HACCP Level 3. The HACCP food safety team identify and document all the potential hazards that are reasonably expected to occur at each step in relation to product, process, and facilities, taking into consideration microbiological, physical, chemical, allergenic & radiological hazards together with the risk of fraud, and malicious contamination.

The critical control points include the inspection of every packaging component prior to filling to ensure hygiene and integrity. In addition, all products are filtered using a maximum filter size of 1mm to maintain product quality and prevent contamination.

## Supply Chain Traceability

Over 75% of our suppliers have GFSI accreditation and while we will start tracking this as a KPI, we do recognise that for some suppliers it is not feasible to obtain this certification. Therefore, all of our raw material suppliers are required to complete a comprehensive questionnaire prior to supply which includes complying with our requirements on food safety (i.e. minimum requirements of BRCGS) as well as providing details on ethical and environment practices.

Traceability exercises are conducted on a monthly basis, with a different focus each time to ensure that throughout the year we have included all scenarios including raw materials, finished products, primary packaging, and products with any manufacturing or provenance claims. A mock recall exercise is also carried out annually.



# Product Use and Recall



We are committed to ensuring that our products are used safely and responsibly throughout their life cycle.

We ensure the dispatch and transportation of our products does not present a risk to their safety and quality.

From a product use point of view, we minimise the risk of allergen contamination and provide information for customers via product labelling and specifications. Safety Data sheets (SDS), in accordance with applicable regulatory frameworks, are available to customers and they are updated based on the country requirements of the destination.

We have crisis management and product recall procedures, identifying process steps and responsibilities from investigation, communications, handling of recalled product to detailed reporting.



2

Mock recall exercises conducted in the year



0

Actual food safety recall or withdrawals



37

Internal audits were conducted



To further protect our product and our relationship with customers, we obtained Authorised Economic Operator (AEO) status, an internationally recognised quality mark affirming high standards in customs compliance, security, and supply chain process. The certification validates our stringent safety and security requirements across various operational stages, e.g. via controlled access and CCTV, which protect product integrity for our customers.



# Responsible Sourcing



## Commitment

We recognise responsible supply chain management directly influences quality, safety and reliability of our products. To uphold our values and fulfilling the broader environmental and social commitments, we are dedicated to working with suppliers who demonstrate strong ethical conduct and respect for people and plant.

## Our Approach

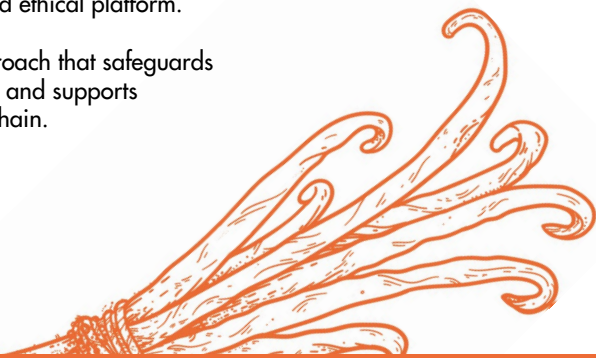
Our food ingredient supply chains are regularly evaluated and include reviews of geographical risks and suppliers' ethical principles. These are then assessed against pre-determined criteria in order to identify areas of highest risk for sustainability, modern slavery and other human rights aspects. Guidance is taken from the SEDEX's pre-assessment platform which explores labour, human rights, governance and environmental risks within specific countries or regions.

Our supplier approval system is designed to ensure our partners meet our ethical, social, and environmental expectations. As part of this process, prospective raw material and packaging suppliers are required to confirm compliance with our Ethical Code of Conduct, which is aligned with the Ethical Trading Initiative (ETI) principles. These principles form the foundation of our due-diligence framework, guiding our expectations on labour rights, safe working conditions, fair treatment, and responsible business practices.

All new suppliers are required to complete self-assessment questionnaires and provide product information on each raw material they supply to us.

To strengthen the credibility and transparency of our approval process, we gather any evidence of third-party sustainability assessments from suppliers. That includes certification or assessment through platforms such as SEDEX/SMETA, EcoVadis, or equivalent recognised schemes. These independent evaluations enable us to gain insight into suppliers' sustainability performance, identify potential risks, and ensure that suppliers are committed to continuous improvement. We will continue to assess the segments of our supply chain and put in place measures to mitigate identified risks, where raw materials are sourced from countries which have a higher risk and suppliers are not members of a recognised ethical platform.

We maintain a responsible sourcing approach that safeguards product integrity, protects workers' rights, and supports sustainable operations across our value chain.



# Responsible Sourcing



## Our Goals and progress

While we have higher expectations of our strategic suppliers, who are integral to our operations and product delivery, our ultimate goal is to support all relevant suppliers in progressing towards the same level in their sustainability journey.

	FY22/23	FY23/24	FY24/25	Goal for 2030
<b>Strategic Suppliers</b>				
% strategic suppliers signed LH Code of Conduct (CoC)	47%	83%	100%	100%
% strategic suppliers with sustainability assessment/audit (SMETA, EcoVadis or equivalent)	n/a	54%	65%	70%
<b>In-scope raw material and packaging suppliers</b>				
% Total suppliers with sustainability assessment (SEDEX SAQ, EcoVadis or equivalent)	(Raw material supplier) 85% Sedex member; 22% EcoVadis member	83%	67%	95%
% 'Other' Suppliers signed CoC	n/a	38%	69%	n/a
Number of new suppliers assessed for environmental/social factors (signed ETI compliance, CoC, got EcoVadis)	n/a	6	8	n/a
Source 50% by volume of 3 key raw materials from sustainably certified agricultural systems by 2030	n/a	Planning		50%

Going forward, we will undertake a comprehensive review of our current responsible sourcing programme to ensure it remains robust, effective, and aligned with evolving global standards. This review will focus on identifying best practices across our industry and benchmarking our processes to further enhance due diligence controls and risk management. We are looking to increase the depth and frequency of engagement with our suppliers, particularly with strategic business relationships, to support transparent dialogue, encourage continuous improvement, and drive stronger alignment with our ethical and sustainability expectations.

## Sustainable Agricultural Practices

Our Deforestation Risk policy reinforced our goal of 100% palm oil derivatives from sustainable sources. The policy extended our assessment of materials to include other deforestation-risk materials included in the EU Regulations and the proposed UK regulations which are relevant to our business.

### 100% of our palm-derived materials are from RSPO certified sources

In February 2025, 3 supplier visits were conducted in India. These visits allow us to gain first-hand insight into suppliers' agricultural practices, working conditions, environmental management, and the traceability of raw materials across the upstream value chain. By building trust and engaging in open dialogue, it provides an early baseline that will help shape targeted improvement plans, guide supplier engagement efforts, and our long-term sourcing strategy. The site visits form an important preparatory step towards sustainably certified raw material volumes across our supply chain.



A person wearing a white lab coat and blue nitrile gloves is performing a laboratory procedure. They are using a yellow pipette to transfer a small amount of yellow liquid from a small brown vial into a white container. The background is a plain, light-colored surface.

# Reporting Practices

# Reporting Practices



## Entities included in the sustainability report

Lionel Hitchen Limited (UK) is the only entity included in the sustainability report.

## Defining report content and topic boundary

In this report, we have emphasised our passion and commitment to Planet, People and Product. Our management approaches demonstrate the motivation behind achieving a sustainable business status under the outlined material topics, including greenhouse gases (GHG) reduction, employee engagement, training and development, occupational health and safety, responsible sourcing, and customer health and safety.

Specifically, we have advanced investments in reducing energy consumption and GHG emissions at our sites in the United Kingdom. In interacting with stakeholders, we are customer-centric and adhere to the highest product quality and safety requirements, while assessing our suppliers in accordance with ethical principles and environmental guidance. This report is a complete and balanced reflection of our current business activities at Lionel Hitchen.

## List of material topics

We report on six material topics which relate to environmental and social factors.

## Restatements of information

We reviewed our prior year data and corrected errors. Methodology has been refined to enhance reporting accuracy and consistency. Energy consumption data during FY23/24 has been restated.

## Changes in reporting

This is the fifth report to be prepared by Lionel Hitchen Limited. The structure has been adjusted but content has not fundamentally changed.

## Reporting period

1 October 2024 to 30 September 2025

## Date of most recent report

This has been prepared by Lionel Hitchen Limited and published in February 2026.

## Reporting Cycle

Annually

## Statement of use

Lionel Hitchen Limited has reported with reference to GRI Standards for the period 1 October 2024 to 30 September 2025.

## External Assurance

The contents in this report have not been externally verified and assured

## Reason for Omission

We do not report on some areas due to materiality and confidentiality.

## Further Information

For further information about Lionel Hitchen's Sustainability Report, please visit our website

[www.lionelhitchen.com](http://www.lionelhitchen.com)

## Contact

To discuss any subjects within the report please contact Helen McNair (Technical Director)

[sustainability@lionelhitchen.com](mailto:sustainability@lionelhitchen.com)

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# GRI Index

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Naturally Fabulous



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