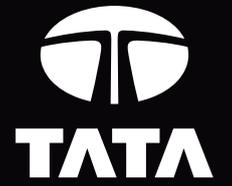
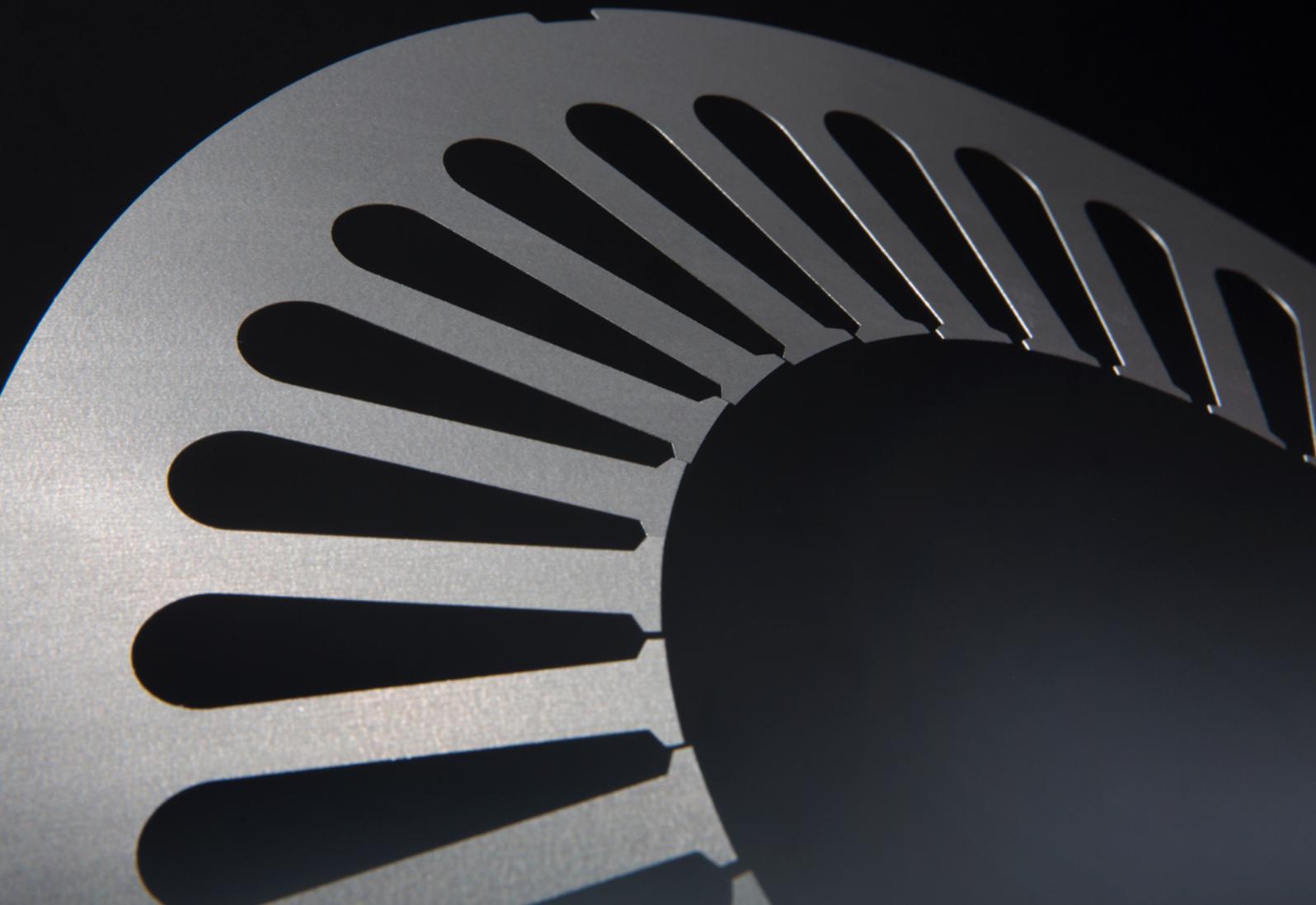


**TATA STEEL**



**Tata Steel UK  
Sustainability Report  
2023-2025**



# Contents

This Sustainability Report addresses non-financial disclosures related to topics often described alternatively as corporate social responsibility (CSR) or environment, social and governance (ESG). All deal with broad themes of corporate responsibility covering many aspects of operating a business. The primary intention of this report is to support disclosure and transparency relating to performance, impacts, activities, risks and opportunities.

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**On the cover:** Electrical steels, such as this component section, are important in the growing market for highly-efficient electrical motors.

# INTRODUCTION

The past two years, from 2023-2025, have been among the most important in the recent history of steelmaking in the UK, as we announced changes that will fundamentally change the financial, operational, commercial and environmental sustainability of our entire UK business.

Not only have we secured funding from the UK Government, enabling our transition to low-CO<sub>2</sub> steelmaking through a £1.25 billion investment programme that includes one of the world's largest electric arc furnaces, but we have also moved forward at incredible pace with our plans.

We have secured planning permission, signed contracts with technology providers and delivery partners, and begun establishing agreements for the supply of low emission steel with companies including JCB, one of the world's leading equipment manufacturers.

Our transformation has required difficult choices, including the safe closure of our traditional iron and steelmaking assets at Port Talbot, reductions in our workforce, and a temporary move to an import and re-roller model. Throughout, we have sought to deliver a just transition, balancing the needs of our people, customers and communities.

We know this transition is not just technological but also human. That is why we are investing in skills, training, and talent development, ensuring our workforce is equipped for the opportunities of a modern, green steel industry.

We also recognise the importance of aligning with government and policymakers to help shape a supportive framework that secures the long-term competitiveness of UK steel, while advancing national net zero goals. At the same time, we are embedding environmental stewardship in our plans — from reducing carbon emissions across all of our operations, to embracing the circular economy for steel, and protecting biodiversity on and around our sites.

Steel remains one of the essential building blocks of a modern society. It underpins renewable energy, electric vehicles, sustainable buildings and recyclable packaging. Our commitment is clear: to work collaboratively across supply chains, communities and governments to build a low-carbon, high-skill steel industry that creates value and sustains quality employment for generations.



Rajesh Nair, CEO, Tata Steel UK



Rajesh Nair, CEO, Tata Steel UK

## Scope

This report covers the activities of Tata Steel's UK business for the years from April 2023 to March 2025. The report can be read in conjunction with the annual financial report and accounts which can be found on the [tatasteeluk.com](https://www.tatasteeluk.com) website.



# TATA STEEL UK – AN OVERVIEW

This sustainability report covers a period of major transition for Tata Steel UK. From a position of producing around three million tonnes of liquid steel per year via the primary blast furnace/basic oxygen route, we announced, and began, our transition to electric arc steelmaking based primarily on remelting of steel scrap.

Following the announcement of the transition in September 2023, we brought our blast furnace process and assets to an end in a safe and environmentally responsible way during calendar year 2024. As the output from these assets reduced, slab and coil were imported to fulfil our customers' requirements. This substrate is converted to final products, using our own operations, which in turn are being used by our customers to create a host of items that we all see and use every day: cars, heat pumps, stadiums, warehouses, earth moving equipment, public sector buildings and food-safe packaging.

Our steel also contributes to the UK's net zero targets. It is used in the construction of renewable energy projects such as offshore wind farms, solar farms, in the manufacture of motors for electric cars, and in helping to reduce the weight and improve the fuel efficiency of vehicles.

Tata Steel is the UK's largest steelmaker. We meet over half of the total steel demand for the UK's downstream steel markets. We supply household names such as JLR, JCB, Nissan and Heinz as well as the small technology and

engineering companies that are fundamental to the UK economy. We provide steel for the contractors and processors who deliver thousands of tonnes into major construction and infrastructure projects across the UK and overseas. To all of them, we are a technology and innovation partner as well as a steel supplier, helping them to find solutions to make their products and their businesses more productive, efficient and sustainable.

Our biggest market is construction, which accounts for 39% of our sales by revenue, followed by packaging (17%), automotive (11%) and engineering.

Around 34% of our products are differentiated – in other words, not available from the majority of European manufacturers. Nearly 60% of the steel we make in the UK stays in the UK, saving a quarter of a million tonnes of CO<sub>2</sub> per year compared to transporting steel from other countries.

All our steel is 100% recyclable. So, when it has fulfilled its function, we can make it into new steel products.

Tata Steel is the UK's largest steelmaker. We meet over half of the total steel demand for the UK's downstream steel markets.

## Our contribution to the UK economy

Since it acquired the UK business in 2007, Tata Steel has invested almost £2.3 billion in its UK assets and has announced a further investment of £1.25 billion with support from the UK Government

### Our contribution includes:

- investing an average **£7 million** per annum in UK R&D, including the development of zero-carbon buildings which run off **100% sustainable energy**
- exporting almost **£800 million** worth of steel around the globe
- purchasing **£2 billion** of goods and services from more than **2,500 UK businesses**
- contributing more than **£60 million** in tax annually (£61m in FY24 and £68m in FY25)



Sir Keir Starmer meeting workers at Port Talbot in November 2023

## Working with our customers

Tata Steel UK and JCB signed a Memorandum of Understanding for the supply of low CO<sub>2</sub> steel. Under the agreement, we will supply the British construction equipment manufacturer with low carbon emission steels from Port Talbot after completing our transformation plans. JCB, which maintains a close focus on carbon reduction in manufacturing and equipment, will integrate the steel into its machinery range.

Wayne Asprey, Group Purchasing Director, JCB said: 'Tata Steel is a long-term supply partner for JCB and this agreement marks an essential next step in our journey towards supply chain decarbonisation. We are fully supportive of Tata Steel UK's investment proposals and are pleased to be one of the first customers to endorse those plans by making this agreement to secure British-made green steel as soon as it is available.'



"This agreement marks an essential next step in our journey towards supply chain decarbonisation"



# Tata Steel UK at a glance

## Steelmaking sites

### 1. Port Talbot

**Product:** Until September 2024: integrated steelmaking with liquid steel production. Site now transitioning to electric arc furnace technology. Hot and cold mills remain in operation.

**Applications:** downstream processing mills within Tata Steel UK and customers UK and worldwide

**Capacity:** 5 million tonnes per year (5Mtpa) until September 2024. Capacity will be 3.2 Mtpa once the EAF is operational.



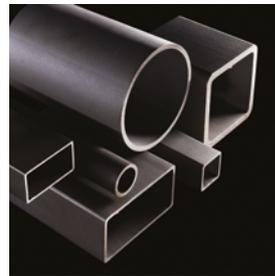
## Production sites

### 2. Corby

**Product:** hot and cold formed hollow sections and tubes

**Applications:** construction, heavy vehicles, energy & power, renewable energy

**Capacity:** 250ktpa



### 3. Hartlepool

**Product:** tubes, and hot & cold formed hollow sections

**Applications:** construction, engineering, energy & power, renewable energy

**Capacity:** 220ktpa



### 4. Shotton

**Product:** Colorcoat® pre-finished steel. Building Systems UK: insulated panels, cladding profiles, roofing & decking.

**Applications:** Construction

**Capacity:** 400ktpa



### 5. Llanwern

**Product:** strip steel (pickling line and cold mill) cold rolled coil, galvanised steel (Zodiac line), heavy-gauge decoiling and distribution, construction products. Commercial HQ

**Applications:** automotive steels, highways, cold forming, building systems (eg Catnic)

**Capacity:** Approximately 550ktpa



### 6. Trostre

**Product:** tin, chromium and polymer coated steels for packaging industry

**Applications:** 100% recyclable food and beverage cans, aerosol cans.

**Capacity:** 400ktpa

### 7. Catnic UK\*

**Product:** profiles and lintels

**Applications:** residential construction

**Capacity:** 25ktpa

### 8. Skien, Norway

Building Systems components\*\*

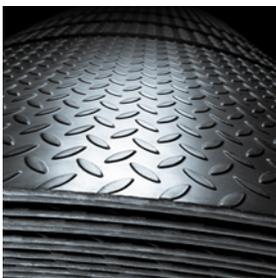
### 9. Surahammars Bruk, Sweden

Non-grain-oriented electrical steels for electric vehicles, motors and generators



\*Catnic also has operations at Sinsheim, Germany (manufacturing, distribution & sales) and Rouen, France (sales) and sales offices across the world.

\*\* Building Systems has a ComFlor manufacturing operation in Dubai.



## Distribution & sales

### 10. Lisburn (Northern Ireland)

Slitting, decoiling, blanking & distribution

### 11. Round Oak

Distribution railhead

### 12. Wednesfield

Slitting, blanking, tailor-welded blanking, decoiling, profiling and distribution

### 13. Tiller (Norway)

Building Systems distribution & sales

## Other

### 14. Sheffield

Sustainability and environment, corporate teams

### 15. Shapfell

Lime and limestone products

## Research and development centres

### 16. University of Warwick

### 17. Swansea University

### 18. Henry Royce Institute

### 19. Imperial College London

## Worldwide sales

Tata Steel UK has sales offices across the world:

**Europe:** Spain, Italy, France, Romania, Germany, Nordics, Czech Republic

**Americas:** USA, Mexico, Brazil

**Middle East:** Turkey, United Arab Emirates

**Asia:** India, Thailand, Hong Kong, Singapore, China

**Africa:** South Africa

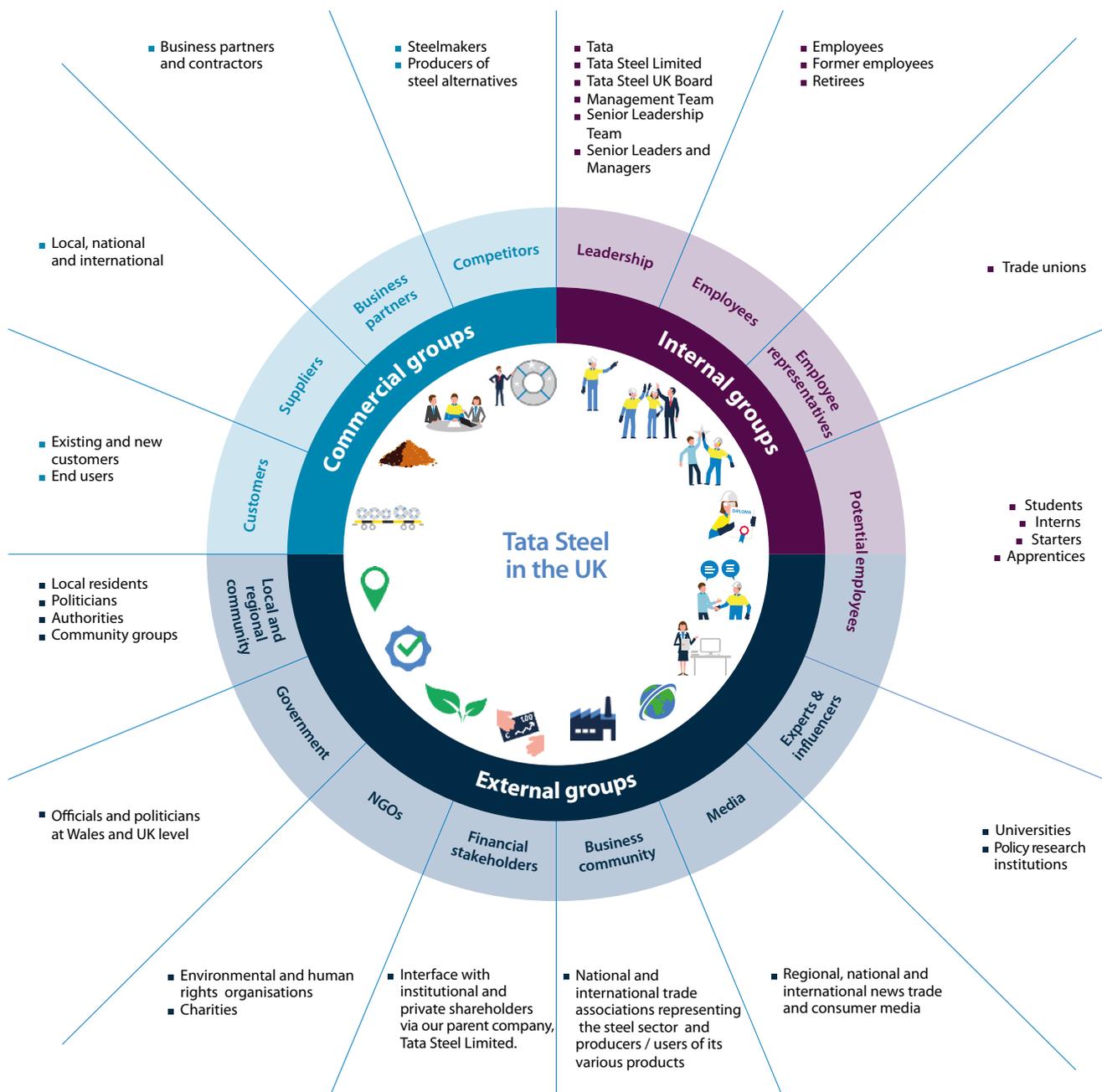
# Our stakeholders

As a business at the heart of the UK economy, we have many stakeholders. It is estimated that there are over 82,000 people in the UK who are employed in the steel industry or work in the steel supply chain. These include our 5,800 employees, our 2,500 suppliers and an additional 20,000 people in the supply chain.

Tata Steel is the foundation of local economies in Wales, as well as in the Midlands and northeast of England. We have over 2,500 suppliers and altogether we spend £2 billion every year across our UK supply chain. In all areas where our 2,000 customers are located, we play a vital role in encouraging and supporting technology clusters.

We also have manufacturing operations in Sweden (Surahammars Bruk, electrical steels) and Norway (Skien, Building Systems components), along with a presence in France and Germany (Catnic) and international sales offices altogether employing approximately 250 staff.

With an average annual R&D spend of £7 million, we have formed strong partnerships with world-class universities across the UK including Warwick, Swansea, Cambridge, Sheffield, Cardiff and Imperial College London and also engage with UK Research & Innovation (UKRI) on co-funded medium- to longer-term projects.



# Leadership and governance

Founded by Jamsetji Tata in 1868, the Tata group is a global enterprise, headquartered in India.

The group has adopted a mission 'to improve the quality of life of the communities we serve globally, through long-term stakeholder value creation based on leadership with trust' and encourages individual companies to address climate change through the Tata Business Excellence Model. The Tata group also requires all its companies and employees to abide by the Tata Code of Conduct, which provides a framework for achieving the highest ethical standards in all business activities. Tata Steel UK embraces the core values (Pioneering, Responsibility, Excellence, Unity, Integrity) that underpin the Tata Group vision and code of conduct.

Tata Steel UK Limited is the principal operating company of Tata Steel's UK business, and an indirect material subsidiary of Tata Steel Europe Limited. Its ultimate parent is Tata Steel Limited, a company registered in India with shares listed on the BSE and NSE stock exchanges of India. Oversight of Tata Steel UK Limited is carried out by its board which is responsible for setting strategic priorities and supporting stakeholder engagement. Two of its directors are also directors on the Tata Steel Limited Board.

In line with the ethos of our ultimate parent, we are committed to incorporating sustainability into all facets of our business, from governance to strategy formulation to execution. The Tata Steel UK Limited Board has adopted a group policy framework comprising a series of policies setting out our commitments to our people, customers, communities and the environment. The policy framework also defines high-level cultural standards encompassing ethics, code of conduct, diversity, inclusion, and a commitment to excellence. These guiding principles are actively deployed through structured policies and practices, supported by a further set of standards, codes of practice and guidelines and guidance documents

to translate policy into required actions. We review our progress in meeting our sustainability aspirations through a regular cycle of performance review, both within the senior leadership of the UK business and at Tata Steel UK Limited board level. The Tata Steel Limited Board has established a safety, health & environment committee, and a CSR & sustainability committee, which provide additional oversight and scrutiny. Tata Steel UK Limited is directly represented at these committees and is required to submit regular reports describing its performance, improvement initiatives and other material developments.

We operate a rolling programme of training in legal and commercial compliance which is mandatory for all senior managers and nominated individuals. Tata Steel UK Limited also operates a well-publicised confidential reporting line. Any reports that are received through the confidential reporting line are thoroughly investigated and appropriate actions taken.

Tata Steel UK Limited recognises and values the differences in employees' background and skills and provides equal opportunities for all employees regardless of sex, race (including colour, nationality, national and ethnic origin), disability, religion or religious/philosophical belief, any gender reassignment, marital or civil partnership status, pregnancy/maternity, sexual orientation, age, part-time or fixed term status. All employees have the right to be treated with dignity, fairness and respect. More information on Tata Steel UK Limited's governance arrangements can be found in the annual reports and accounts, available on the Tata Steel UK website.

## Ratan Tata – 1937-2024



It was with a profound sense of loss that we marked the passing of Ratan Tata on 9 October 2024.

As chairman of the Tata Group from 1991 to 2012, and then as interim chairman from October 2016 to February 2017, he established the group's global presence through strategic acquisitions and significant growth. He was a truly uncommon leader who inspired by example with his commitment to excellence, integrity and innovation.

Mr Tata's dedication to philanthropy touched the lives of millions. From education to healthcare, his initiatives have left a deep-rooted mark that will benefit generations to come, and he had a genuine humility in every individual interaction. His legacy will continue to inspire.

“Take the stones people throw at you and use them to build a monument”

Ratan Tata

## Our challenges and responsibilities

Our industry fully supports the aims of the Paris Agreement and is committed to a low-carbon future. There are clear challenges faced by the global steel industry in delivering on its obligations and a broad portfolio of technological options will be required according to the circumstances in each local geography.

The UK produces around 10 million tonnes of scrap steel per annum; around 80% of that resource is currently exported overseas and often re-imported into the UK in the form of finished goods. Tata Steel UK will capitalise on that domestic resource, moving away from the importation of coal and iron ore, improving our supply chain resilience and our national security against an increasingly volatile and challenging global economy. Tata Steel UK's £1.25 billion investment in a brand-new Electric Arc Furnace (EAF) at Port Talbot steelworks is the largest investment in the industry for decades and will enable us to become a centre for low-CO<sub>2</sub> steelmaking.

Tata Steel believes climate change is one of the most pressing issues the world faces today, and recognises its obligation to minimise its contribution to climate change globally, through its subsidiary businesses. Whilst our industry faces challenges, it is also presented with opportunities, as the world transitions towards a low carbon future. The steel industry has the opportunity to provide leadership in

developing more sustainable technologies in fields such as mini-mill technology, the development of carbon capture, usage and storage, or hydrogen technology. As the steel sector decarbonises, it has the potential to enable the decarbonisation of other industrial sectors, both in the UK and internationally, through its innovation and its financing of new technologies and shared infrastructure. Technology developed here in the UK could be exported to the rest of the world to help decarbonise the projected two billion tonnes of steel production that will be required to satisfy still-growing demand by mid-century.

Our steel underpins key UK industries, from automotive and construction to engineering and packaging, and supports iconic, world-renowned brands such as BMW, Heinz, JLR and JCB. As we transition to low emission steel production, we remain committed to delivering the high-quality products these sectors rely on, all while helping them achieve their own sustainability goals.

Tata Steel has launched a major research partnership with some of Britain's top academic institutions to accelerate the development of low-CO<sub>2</sub> steel technologies, aiming to place the UK at the forefront of sustainable steelmaking in the global market. The collaborative initiative is focused on innovations in EAF technology, the further development of scrap-intensive steel products, and improving the capabilities of the UK recycled-steel supply chain which are all key to building a circular low-carbon economy. To support this, we are working with Imperial College London, University of Cambridge, Warwick Manufacturing Group (WMG), University of Warwick, Henry Royce Institute (including the Universities of Manchester and Sheffield), and Swansea University and have invested in building capability through two new Centres for Innovation, which will develop solutions to critical technological challenges around EAF steelmaking, digitalisation, alloy design and decarbonisation.



Jonathan Reynolds, Secretary of State for Business and Trade and Mr N Chandrasekaran, Chairman Tata Steel at the groundbreaking ceremony for the new EAF in July 2025.

## Our contribution

We can make a substantial contribution towards helping the UK achieve its net zero and circularity targets by 2050. We believe the country needs Tata Steel at the heart of its manufacturing sector if it is to meet its sustainability goals. Our contribution includes:

- investment in future technologies, through our partnerships and collaborative research programmes in applied science, engineering and technology
- developing the skills and resources required to support the clean growth transition
- the industrial symbiosis inherent in steelmaking and related processes, which have the potential to take in low value residues of other sectors as raw materials, in turn supplying surplus quantities of low-grade waste heat and our own residues to other communities and industries
- the EAF project, bolstering the UK's steel security and the first major step towards decarbonisation of the country's steel industry, reducing direct emissions by 50 million tonnes over a decade. With a high degree of circularity, it will leverage strategic, domestically available scrap steel and promote local value addition within the UK
- enabling innovation in product design and supply chain efficiency optimisation
- our commitment to the knowledge economy, and wider manufacturing economy, through our development of future STEM leaders.

## Accelerating our sustainability reporting

We are committed to transparent reporting of our performance and sustainability credentials. In our previous Sustainability Report, we described a newly-established programme to significantly increase the amount of non-financial, third party assured sustainability data we collect and disclose publicly. This programme is now fully up and running, integrated and operating well across all of Tata Steel's entities, including Tata Steel UK.

We also participate in voluntary sustainability disclosure exercises and use globally recognised platforms including CDP and EcoVadis.



# SUSTAINABLE DEVELOPMENT GOALS

The United Nations' 17 Sustainable Development Goals are important interlinked objectives that serve as a shared blueprint for people and the planet. In this report we have continued the practice of adding an icon to each section to provide a link between our activities and the relevant goals.



## Steel sustainability leader

We are one of 14 companies recognised by worldsteel (World Steel Association) as Sustainability Champions 2025, and one of only two to be recognised continuously since the programme began (eight times since 2018). We were a founder participant in worldsteel's Climate Action programme and an accredited Climate Action member. The Association has recognised our excellence in sustainability and in Life Cycle Assessment (LCA); four of its global 'Excellence in LCA' Steelie awards in the last seven-year period have been won for work carried out by Tata Steel's UK team, most recently in 2024. We are also the first steel company globally to operate its own Environmental Product Declaration (EPD) Programme, helping customers to understand the environmental impacts associated with our products.



Tata Steel Managing Director TV Narendran, collecting the Sustainability Champion award.

## Initiatives

We have always valued collaborations with our customers, suppliers and academic experts, as well as independent bodies and groups such as ResponsibleSteel, SBTi and UN Global Compact. It is important not only that we continue with our journey to reduce our emissions and reach net-zero carbon by 2045, but also that we do so in a transparent way, measuring and disclosing our progress in accordance with robust and agreed measurement processes. In furthering this endeavour, Tata Steel is a signatory to Steel Standards Principles ([https://www.wto.org/english/tratop\\_e/envir\\_e/steel\\_standards\\_principles\\_e.pdf](https://www.wto.org/english/tratop_e/envir_e/steel_standards_principles_e.pdf)), to support the development of common emissions measurement methodologies for accelerating the transition to net zero.



# A TIME OF TRANSITION

In April 2023, when this report opens, we were poised at the start of fundamental transformation of our business in the UK: the transition to a new future of decarbonised and state-of-the-art steelmaking at Port Talbot.

At that point, Tata Steel UK was producing 3.2 million tonnes of carbon steel annually using the basic oxygen steelmaking method involving blast furnaces: a technique which has been the model for much of the steel industry worldwide for many decades.

But this was a method that we were going to have to change if we were to meet our ambition of producing net-zero steel by 2045 at the latest, and of reducing our CO<sub>2</sub> emissions by 30% by 2030.

Decarbonisation of this scale would require a real step-change – to an alternative way of steelmaking, using electric arc furnace (EAF) technology. EAF steelmaking uses an electrical current to melt scrap steel and is significantly more energy efficient than traditional methods. It cuts out the heavy end of the process which is both energy-hungry and reliant on imported raw materials such as coke and iron ore. Heavy end assets, including the coke and sintering plants, are high energy

users and many of ours at Port Talbot were nearing the end of their operational life. We knew that sustaining the configuration for any longer, or making further investments in it, was neither economically nor environmentally desirable.

Choosing EAF was going to mean a 90% reduction in our direct on-site CO<sub>2</sub> emissions enabling us to make lower CO<sub>2</sub> products which in turn help our customers to reduce their scope 3 CO<sub>2</sub> emissions, as well as offering reductions in dust, odour and nitrogen oxide.

EAF has other advantages. Essentially a recycling system, reusing existing materials, it offers a high degree of circularity. In going down this route, we could utilise domestically available scrap steel; around 80% of the UK's scrap steel is exported overseas, often ending up being re-imported as finished goods. Additionally, and strategically, reducing dependence on imported materials such as the raw materials for the blast furnace route

would help the UK to have a higher degree of steel security.

The EAF goal made sense and indeed was the only viable option for our long-term future as a UK steelmaker. It would require huge investment, of at least £1.25 billion.

In the two years that this report covers we have set, and passed, significant milestones in a programme that came to be known as **Project Invictus**. It began, and is continuing, to transform our site at Port Talbot. We had to step up to taking responsibility for big changes that have been felt in our community, and among our employees, and to maintain a constructive dialogue. At a time of great upheaval, we had to consistently keep up our strong safety record and minimise environmental disruption. And throughout, we needed to continue to offer our customers seamless continuity of service and quality.



Artist's impression of the Port Talbot site showing the electric arc furnace (centre) due to be installed in 2026.

## Project Invictus: the key milestones

**Pre-2023** Feasibility studies and design work had been underway to assess our options for a few years. Our engineers had begun to make detailed plans to assess the work involved both in decommissioning assets and building new ones, and our financial experts had to fully understand the costs. Ultimately, all departments were involved in a multi-function approach.

**September 2023** saw the official announcement of our plans to transition to green steelmaking and ensure the long-term viability of the UK operations. It came as we reached an agreement with the UK Government to jointly invest £1.25 billion, with a £500 million grant from the government and £750 million from Tata Steel, in the transformation project that will replace the blast furnaces with a state-of-the-art EAF at Port Talbot.

**Autumn 2023** Engineering design work and construction planning for the EAF got formally underway, as we engaged with local authorities and with National Grid on the necessary electricity infrastructure. The Port Talbot Transition Board which included representatives from local, Welsh and UK Governments, trade unions, as well as Tata Steel, was set up to support people, businesses, and communities through this time of change.

**February 2024** was the start of a statutory consultation period over the proposed restructuring, expected to impact up to 2,800 roles across the business. We committed to a comprehensive support package for employees potentially impacted by the transition, including redundancy terms, training, and community programmes.

**March 2024** The final 'push' was made for Morfa Coke Oven at Port Talbot: the last remaining cokemaking plant in the UK.

**April 2024** CEO Rajesh Nair announced to the workforce that we would close the existing heavy end assets no later than September 2024. He emphasised that the company had carefully considered the multi-unions' alternative proposal to build two small EAFs and continue the operation of Blast Furnace No.4 until 2032, but that, as we had concluded it would cost in the region of £2.6 billion, it was not a viable option.



**May 2024** The electricity connection agreement was reached for National Grid to build new electrical infrastructure capable of powering the 3.2 million-tonne electric arc furnace.

**August 2024** The last-ever shipments of iron ore and coking coal were unloaded at Port Talbot's deep-water harbour. More than 300 million tonnes of iron ore, coal and coke had been unloaded there since it opened in 1970. The UK-generated scrap for the new EAF will be brought in by rail and the port was handed back to Associated British Ports. Docks at Newport were being made ready, with the addition of two new shore cranes, as we ensured continuity of supply with our customers, importing materials from our European and Indian operations for processing at downstream facilities.

**30 September 2024** The last day of steelmaking at Port Talbot, as the iconic assets across the heavy end, a beacon of the South Wales landscape, fell silent for the final time. Teams from coke, iron and sinter had been working intensely full-time for six months to ensure this went to plan. The energy department were managing a complexity of gases, steam, high and low voltage electricity and water supplies to bring operations to a close safely.

**September 2024** Sir Robert McAlpine was appointed as the main works contractor to build the new EAF.

**October 2024** The appointment of Tenova to supply the new electric arc furnace and ladle metallurgy furnaces.

**December 2024** Tata Steel struck the first customer deal, with JCB, for the supply of low-emission steel that will be made by EAF at Port Talbot.

**February 2025** Conclusion of the decommissioning at Port Talbot harbour. Around 500,000 pages of material were generated during the cessation work.

**28 February 2025** Neath Port Talbot Council gave planning permission for Tata Steel to deliver EAF steelmaking at Port Talbot, enabling construction work on Port Talbot site to begin in the summer of 2025.



Final BOS Plant shift

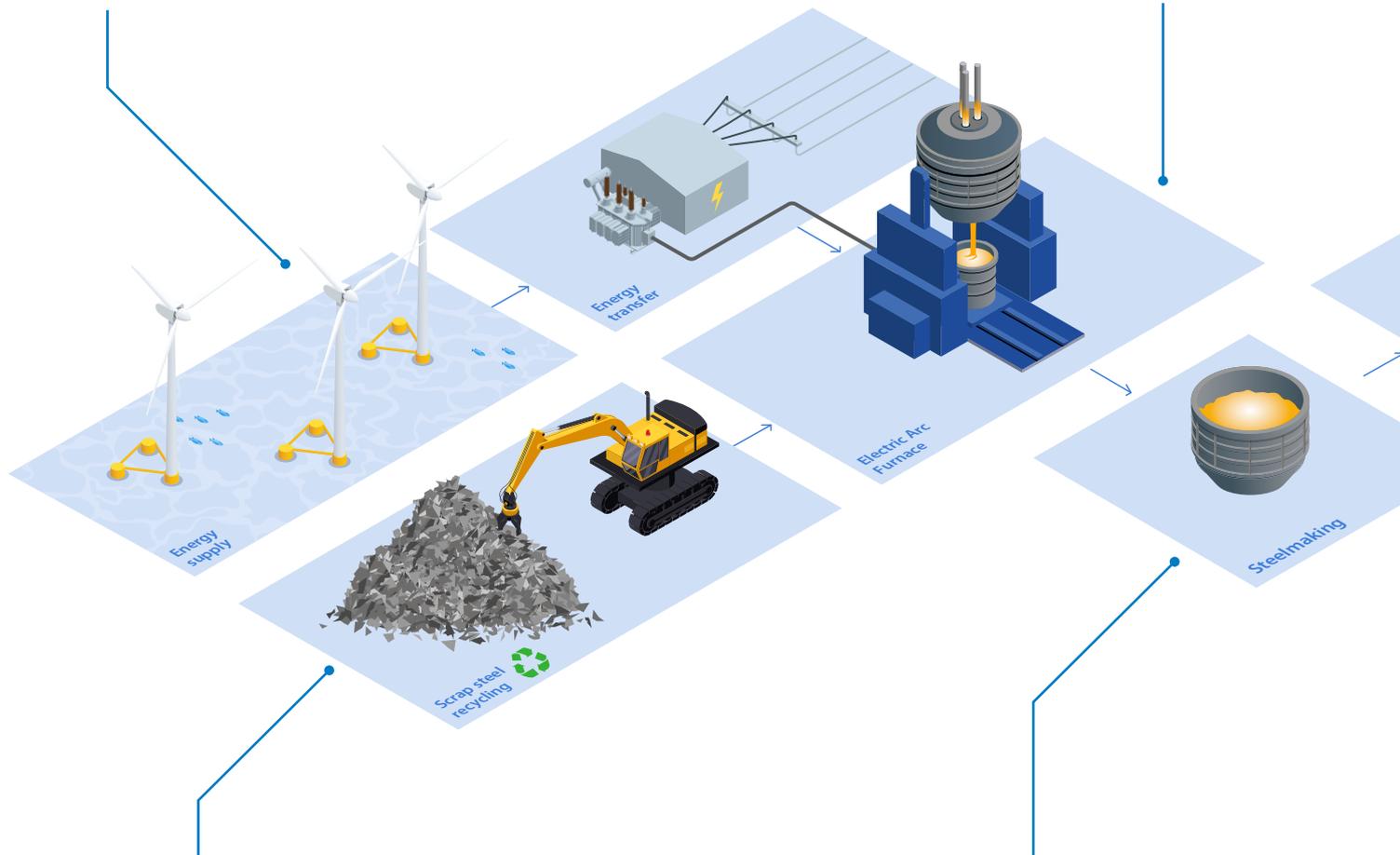
# Our lower CO<sub>2</sub> steelmaking of the future

## Energy

Energy is supplied principally in the form of electricity, which in the future could be supplied from 100% renewable sources including offshore wind.

## Electric arc furnace

An EAF melts scrap steel using a powerful electric arc generated between electrodes and the raw materials. Oxygen is blown into the furnace to purify the steel.

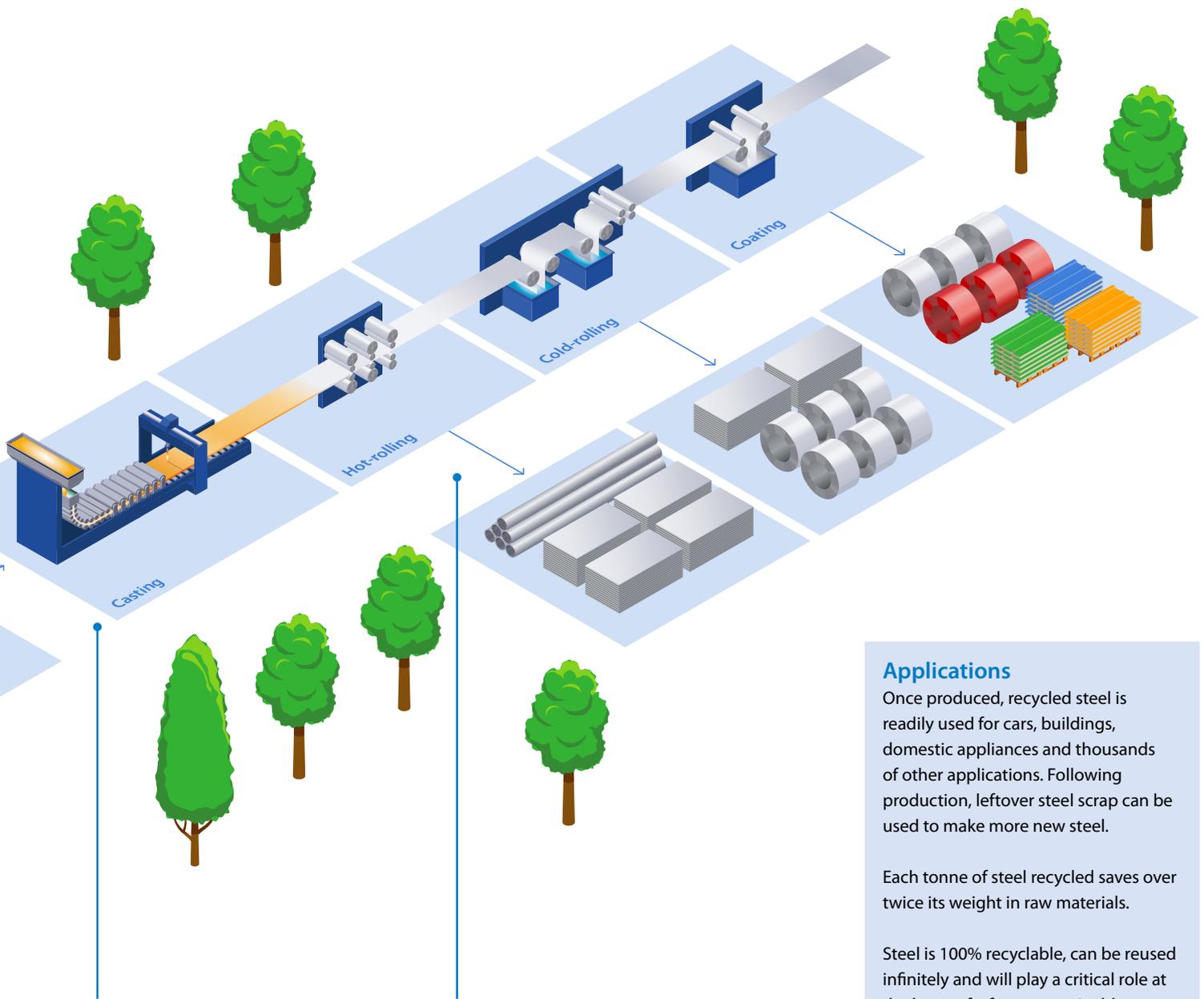


## Scrap steel

Scrap is generated by consumers and manufacturers that process steel and make steel products. Scrap can be recycled infinitely. Additional iron may be added in the form of HBI\* (Hot Briquetted Iron), Pig Iron or Direct Reduced Iron.

## Refining

Impurities are removed through chemical reactions and degassing, to produce for example ultra low carbon steel grades used in formable steels.



### Continuous casting

Transforms molten steel into solid rectangular slabs. The water-cooled mould forms a solidifying shell on its surface. This efficient process minimises impurities and improves mechanical properties.

### Rolling and downstream processing

The hot slabs pass through a series of rollers. This mechanical pressure shapes and thins the steel, enhancing its strength and altering its dimensions. The process refines the steel's grain structure, boosting its mechanical properties. After this the steel can be pickled, cold-rolled, annealed, coated, painted, formed or made into tubes to suit customer end use applications

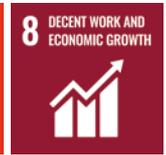
### Applications

Once produced, recycled steel is readily used for cars, buildings, domestic appliances and thousands of other applications. Following production, leftover steel scrap can be used to make more new steel.

Each tonne of steel recycled saves over twice its weight in raw materials.

Steel is 100% recyclable, can be reused infinitely and will play a critical role at the heart of a future sustainable green economy.

Steel is vital in modern modular construction methods facilitating the reuse of components and Tata Steel UK is already playing a leading role in this area with many more solutions in development.



# PEOPLE

## Our people are our greatest asset

We are committed to our goal of ensuring zero harm to our employees, contractors and the communities in which we operate.





Our vision is to 'improve wellbeing, reduce risk and prevent harm to our people and the environment, adopting a unified approach to Health, Occupational Safety, Process Safety & Environment management.'

This vision is underpinned by our five guiding health & safety commitments:

- I protect myself and others because I care
- I follow current standards and procedures as the best way to work safely
- I assess risks whenever there is a change to the workplace
- I always lead by example
- I challenge (and accept being challenged) or I stop the job

Our ambition remains to be the health and safety benchmark in steel. During the year, our key statistics of recordable injury rate and all known injury rate show that we are making steps towards realising this ambition.

Key statistics	FY23/24	FY24/25
Fatalities	0	0
Lost time injury frequency	2.65 (-5%) <sup>1</sup>	1.97 (-25%) <sup>1</sup>
Recordable injury frequency	4.01 (-5%) <sup>1</sup>	4.21 (+5%) <sup>2</sup>
All-injury frequency	11.38 (+6%) <sup>2</sup>	10.28 (-9%) <sup>1</sup>
Sickness absence (%)	5.38%	5.19%

<sup>1</sup> decrease compared to previous year  
<sup>2</sup> increase compared to previous year

During FY24- 25, we deployed a health and safety annual plan focusing on occupational safety, process safety and occupational health and wellbeing. Objectives have included the safe decommissioning of assets and operations across relevant TSUK business units, the development and deployment of a number of Tata Steel UK-wide

health and safety standards, as well as improvements in relation to the management of identified significant hazards; these have included isolation and immobilisation; cranes and lifting; functional testing, and the continuing planned migration to a single digital permit IT platform across our business units.

Total accident performance (actual number) across Tata Steel UK has positively reduced by 20% in the last financial year FY24-25 compared to the previous year, and Lost Workday Cases have reduced by 33% in the same period. In addition, a similar positive reduction of 50% has been observed in relation to Potential Serious injury or Fatality (PSIF) events within last 12 months.

A key focus for process safety over FY24/25 has been the undertaking of hazard studies to help enable the safe cessation and decommissioning of high hazard facilities across South Wales.

The occupational health focus has been on strengthening alignment across Tata Steel UK, assisting with the changes of the organisation, and supporting absences efficiently and in an effective manner. Physical and psychological health and wellbeing awareness has continued to develop on identified improvements made over the past few years, whilst increasing both communication and education around an identified schedule of key topics.

Safety leadership continues to be demonstrated across the business, with all levels of leadership across each business unit undertaking a standardised set of health, safety and environment leadership tours and continuing to migrate to a single IT platform (Salus) for health and safety reporting, investigation and recording of inspections/safety tours.

Focus areas for the FY26 annual plan include: improved performance and continued reduction in our recordable accidents and PSIF events, further deployment of our annual plan strategies, deployment of our Tata Steel UK health and safety standards, and continued safe deployment of our construction and demolition activities. The progress of these key safety strategies to further engineer out risk associated with our activities and improve our health and safety maturity, is reviewed using standardised balanced scorecards during the monthly Tata Steel UK HSE management review meetings.

# Healthy Tata Steel

We want every individual who works at Tata Steel to be able to work and interact positively and productively with all colleagues and stakeholders, and to realise their full potential.

Healthy Tata Steel continues to provide a programme to embed a positive culture for health and wellbeing, striving to engage, educate and empower our people to make healthier and happier choices with their lifestyle habits and behaviours inside and outside of the workplace.

Mental health and wellbeing will continue to be fully integrated into our day-to-day business throughout the transition to greener steelmaking, as we aim to identify and prevent work-related illness, encourage health surveillance compliance to safeguard

our people, and support recovery and rehabilitation. We are using tools such as the mental health continuum (see below).

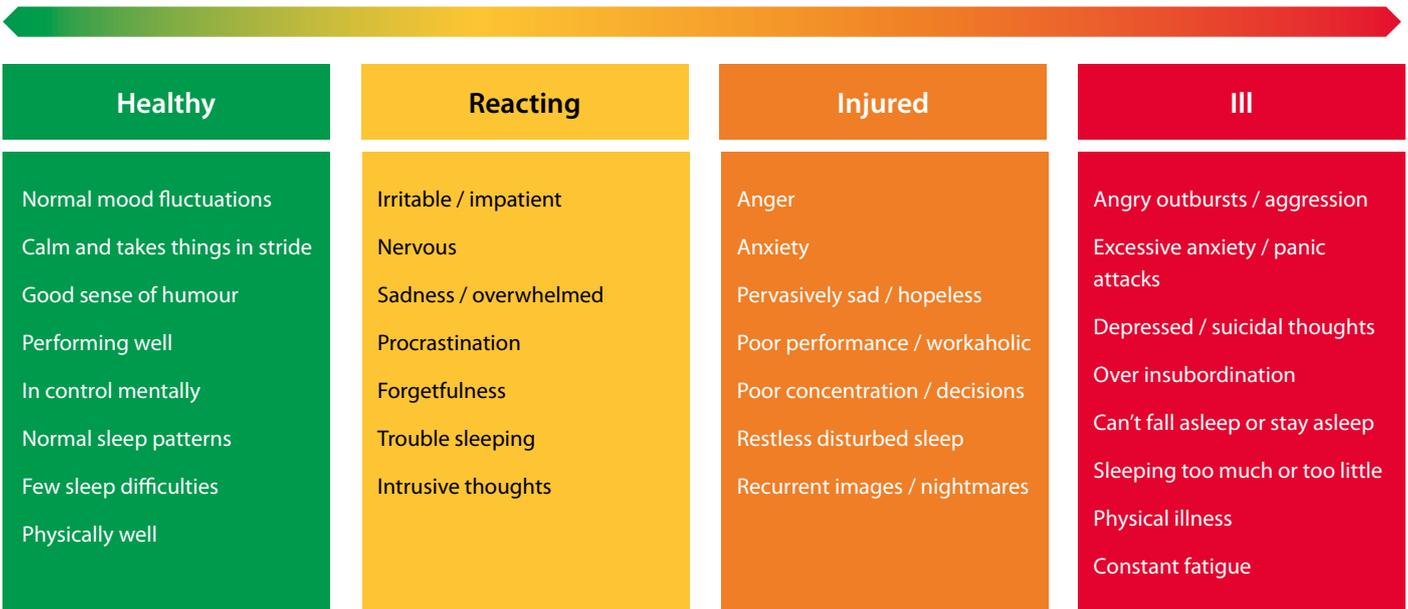
Throughout the year we will take time to pause, reflect and recognise national and international health and wellbeing events, such as diabetes, cancer, suicide, and mental health awareness days by promoting activities and delivering webinars to the workforce.

Alongside these specific health campaigns, we continue to promote and educate our people about the Employee Assistance Programme

(EAP), ensuring they know how it works, what it covers and how to access it.

Our health and wellbeing steering group, sponsored by the Chief HR Officer, has been bolstered to further develop our approach to the wider subject of health and wellbeing for all our employees, by creating a Tata Steel UK strategy, monitoring impact and continuous evaluation of its promotions and activities.

## Mental health continuum model



The Mental Health continuum model views mental health and illness as a spectrum, not a single binary state, with individuals' wellbeing fluctuating along this range. It's a dynamic concept, suggesting that people move along the continuum depending on various factors such as stress, coping mechanisms and life experiences.





# Working at Tata Steel

We are a major UK employer, employing around 5,800 people (with more outside the UK) in a strategically important industry. Our human resources policy is based on core principles of development, fairness, mutual trust and teamwork.

## Diversity and inclusion

We believe that having a diverse workforce can bring many benefits, and we continue to seek ways to improve the diversity of our organisation, raising awareness and monitoring our progress. For example, during the year, our social media activities were targeted to attract candidates who may not have previously considered working for us.

Opportunities to progress, develop and contribute are equally available to all employees. This is supported through our diversity and inclusion roadmap and will continue to be a key forward area of focus as we seek to make further improvements.

## Gender

Approximately 89% of our workforce identify as being male, and 11% as female. Over half of female employees work in professional, managerial or technical roles, compared with just over a third of our male employees, and 9.8% are employed in senior manager positions compared to 4.3% of the male population. The higher proportion of women in managerial roles is reflected in our gender pay report. The average hourly rate of pay is greater for men than it is for women, but our results are far more favourable compared to the UK average.

Our aim is to increase the diversity of employees across the business. This is supported by many passionate people in our teams, for example our Steel Women's Network, which celebrated International Women's Day in 2025 by recognising colleagues in Empowerment Awards, which received over 120 nominations.

## Recruitment, talent, and widening access

Tata Steel UK recognises and values the differences in employees' background and skills and provides equal opportunities for all employees regardless of sex, race (including colour, nationality, national and ethnic origin), disability, religion or religious/philosophical belief, any gender reassignment, marital or civil partnership status, pregnancy/maternity, sexual orientation, age, part time or fixed term status. All employees have the right to be treated with dignity, fairness and respect.

Our business is continually developing, and the external environment in which we operate is becoming increasingly challenging. These changes mean we need to be as efficient and effective as possible in pursuing our business priorities. Our focus on people continues to be central to our long-term sustainability.

To ensure we have the right people in place to deliver our business objectives, we have embedded a comprehensive talent acquisition and development approach, with active succession management for key roles. A key aspect of this approach is the operation of Talent Boards, which now form part of Tata Steel UK's integrated Talent Management and Performance cycle.

We are committed to building a strong pipeline of future talent and supporting the skills needs of our communities. This includes a long-standing programme of apprentice, higher apprentice, degree apprentice, graduate, and placement student recruitment, along with sponsorship opportunities for those in education. Between April 2023 and March 2025, these efforts have been strengthened through enhanced sourcing capability, targeted outreach, and a series of initiatives to improve talent attraction, selection, and integration:

- introduction of a structured quality of hire process, surveying new hires and managers at 3, 6, 9, and 12 months to identify successes and inform training and development
- improvements to candidate experience through weekly communications, onboarding satisfaction surveys, and a redesigned onboarding process embedded within Oracle
- strengthened inclusive attraction practices, including the use of a gender bias decoder for all job adverts, diverse interview panels, reasonable adjustment provisions, and female PPE testing kits across all sites
- recognition of these efforts in improved rankings in the Rate My Placement and GTI UK 300 graduate employer lists.

Our recruitment initiatives are designed to secure the skills we need for the future while creating social media opportunities that reflect the diversity of the communities we serve. By hiring well, supporting people from day one, and using modern social media recruitment technology, we can retain talent and remain agile as our needs evolve.

Between April 2023 and April 2025, Tata Steel UK welcomed 553 experienced hires across the business. Alongside this, we continued to strengthen our early careers pipeline, with 2023 seeing 26 placements, 79 graduates, 67 apprentices, 32 higher apprentices, and 10 degree apprentices join the organisation. In 2024, a further 25 apprentices and two degree apprentices began their training with us.

We are also committed to breaking down barriers to employment. All external vacancies are promoted through Jobcentre Plus, supporting fair access to opportunities for those who are unemployed and helping to widen participation in our workforce. As a signatory to the Armed Forces Covenant, we recognise the value of serving and ex-service personnel and advertise our positions on Forces Families Jobs. In addition, through our partnership with Nacro (the National Association for the Care and Resettlement of Offenders), we ensure fair access for individuals with previous criminal convictions.



## Training and opportunities

At Tata Steel UK, 2024-25 was a transformational year, with significant changes to both operational assets and our workforce.

As we progress through our business transformation, we have continued to ensure our teams have the training and development support they require to maintain, or improve, competency levels across the business.

During 2023/24 we delivered 127,617 hours of training, and in 2024/25 we completed 76,253 training hours, maintaining our blended approach of online, e-learning and face-to-face delivery. In addition to a business spend of £1.2m (2023/24) and £630,000 (2024/25), we continue to maximise the use of externally

funded training opportunities to enhance our workforce development approach.

Support for our project teams has ensured that we have been able to retain and retrain employees to drive the business transformation with our existing teams. While we paused our apprentice and graduate intakes for 2024/25, we ensured those already in our programmes had the opportunity to continue.

With over 200 trainees remaining in the business our talent pipelines are robust,

continuing to build the future workforce for the next stages of our business journey. We continue to support our employees' memberships of professional institutions such as IET, IMechE, CIPD, CIPS, IChemE, CIMA, IOM3 and IEMA. Looking ahead, our strong relationships with Regional Skills Councils and local higher and further education establishments will help us address the sustainability and technical skills we require for the future.



# Our communities

Our communities are at the heart of everything we do. Our long-standing community engagement programmes reach tens of thousands of people annually across all our UK sites, driven by our core values: **health and wellbeing, environment, and education**. As we transform our Port Talbot site, our commitment to our local communities remains stronger than ever.

## Community highlights

In 2024, we proudly celebrated the 42nd year of the Richard Burton 10k, raising over £60,000 for local causes in Neath Port Talbot. With more than 3,000 runners, including MP and government minister Stephen Kinnock, the event continues to be a standout example of community engagement.

We have made a commitment to sponsor the Llanelli 10k and half marathon for three years from 2024. The race, held during the winter months, starts and finishes in Llanelli and follows a route along the Millennium Coastal Path with scenic views including our Trostre works, which makes steels for the packaging market.

“The community is not just another stakeholder in business, but is in fact the very purpose of its existence.”

Jamsetji Tata,  
founder



### Kids of Steel

Across our Shotton and Corby sites, the Kids of Steel initiative continues to inspire healthy living, introducing over 2,200 children to mini-triathlons in 2024. Our employees volunteer their time to make these events a success, fostering a culture of wellness and teamwork.

### Aberavon Wizards League →

In 2025, we marked 15 years of the Aberavon Wizards League, a free rugby and netball tournament open to every primary school in Port Talbot. Reaching 15 schools and over 300 children, Tata Steel UK covers all costs, including kit and travel, to eliminate barriers to participation.



## Supporting our people and places

We empower our employees to give back to their communities through a wide range of volunteer and fundraising activities, from community clean-ups to education initiatives.

### Macmillan coffee mornings

In 2024, Tata Steel UK employees raised over £3,000 for Macmillan Cancer Support through local coffee mornings held across our sites. These events bring together colleagues from across different parts of the business, and foster a shared sense of purpose and commitment to supporting good causes across our communities.



### Christmas appeals

Each year, our people lead Christmas appeals, and collections for foodbanks supporting individuals and families facing hardship. A standout initiative is the Trostre Christmas Dinner, where we host care home residents for a warm meal and companionship during the festive season.



### Founder's Day

In March, we celebrated Founder's Day, with employees raising over £5,000 for local charities through cake sales, raffles, and clean-up events. All funds raised were match-funded by the business, showing our commitment to supporting our employees support their local areas.



## Listening and engaging locally

In February 2025, we secured planning approval for a state-of-the-art electric arc furnace (EAF) in Port Talbot. Leading up to this significant milestone, we hosted a series of community consultation sessions, to understand the thoughts and views of local residents. Upon securing planning approval, local councillors praised our commitment to and continued investment in the area.



### Staying connected

With a major transformation underway, as part of the £1.25 billion investment in EAF steelmaking at Port Talbot, keeping our communities informed is a top priority.

- **SteelNews** – Our regular newspaper shares business updates and community stories, available both online and at local hubs.
- **Green Steel Future** – A dedicated mini-site tracking our decarbonisation journey.
- **SteelCast podcast** – Behind-the-scenes insights into the EAF project, featuring the voices of those making it happen.
- **Social media** – We post regular updates to keep our communities informed and engaged.



### Port Talbot Transition Board

Established in October 2023, the Port Talbot Transition Board supports people, businesses, and communities through this time of change. Backed by £100 million (£80 million from UK Government and £20 million from Tata Steel UK), the board has allocated funding across four focus areas:

1. Supply chain and employment fund
2. Business start-up resilience and growth fund
3. Four Growth and Regeneration Projects
4. Economic growth and investment fund.

Tata Steel UK's £20 million contribution to the Transition Board is aimed at supporting our employees directly impacted by the transformation. The services available include:

1. A dedicated outplacement provider
2. A Skills Accreditation Scheme
3. A re-training scheme
4. A furlough scheme
5. An upskilling scheme for retained and re-deployed personnel.



## UK Steel Enterprise

**UKSE was established in 1975 to empower local businesses in traditional steel areas across the UK to create lasting impact by helping businesses grow, creating jobs, and regenerating communities.**

With 50 years of experience, UKSE has invested over £123 million in British businesses, has helped to create 85,000 jobs and has donated over £10.5 million to community projects. In 2024, UKSE launched its Support Programme for Wales to bolster local businesses and the community, as Tata Steel UK embarks on its

major transition at the Port Talbot site.

To date, UKSE has supported 84 companies across South Wales, with many based in the Port Talbot and Swansea areas. Nearly 50 start-ups have received grants and loans to help launch their ventures, while around 30 established

businesses have accessed loans to accelerate their growth and development plans.

UKSE's support spans a wide range of sectors, from environmental initiatives and mental health and wellbeing services to innovation in industrial equipment and heavy industry.



### UKSE has

- invested over **£123 million**
- helped to create **85,000 jobs**
- and donated over **£10.5 million** to community projects

The photos show just some of the businesses supported by UKSE 2023-2025.

# STEEL IN A SUSTAINABLE SOCIETY

Steel is a fundamental material in a modern society, and it would be difficult to imagine a world without steel. Steel creates significant social value and is by far one of the most important, multi-functional and adaptable materials. It is essential for transportation systems, infrastructure, housing and manufacturing as well as water, food and energy supply systems. It also provides the basic building blocks for a low carbon and circular economy.

Steel is needed for renewable energy technologies, low-CO<sub>2</sub> transportation, infrastructure schemes for large-scale hydrogen production and distribution, and carbon capture, usage & storage. It will be needed to build and power the electric vehicles of tomorrow, as well as creating sustainable buildings and delivering major infrastructure projects which will help the region achieve its net zero goals. Steel's role in the net zero world of the future is clear, but we recognise that the steelmaking process itself creates substantial CO<sub>2</sub> emissions. We feel a strong sense of responsibility to reduce our own emissions.

We have made a commitment to achieving net zero steelmaking by 2045 and to achieve at least a 90% reduction in Scope 1 CO<sub>2</sub> emissions by 2030 compared to 2018 for the Port Talbot site by transitioning to EAF steelmaking. Achieving decarbonisation, however, is complex, and depends on a number of levers, including the availability of infrastructure, deployable technology, policy support, and demand for low CO<sub>2</sub> emission steel in the near term and net zero steel over the longer term.

We understand the importance of innovation and collaboration in addressing climate

change. This includes supporting the development of standardised methods for carbon emissions accounting and enabling the transfer of emissions data in the value chain. In 2023, at COP28, we endorsed the Steel Standard Principles in recognition of the need for common emission methodologies to accelerate the transition. In 2024 we also conducted a pilot study with the Rocky Mountain Institute and JLR investigating best practices for transferring data between steel producers and steel buyers.

7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



## Steel in the circular economy

A circular economy is one where products reaching the end of their original purpose still have value and can be brought back into use, rather than thrown away. Steel is ideally suited to the circular economy. Being 100% recyclable – indeed able to be recycled again and again – steel products can have many new lives. They can also be repurposed, have their product lives extended, and be made lighter and more efficient.

### Reduce

We work with our customers to minimise the amount of material used by finding ways of using thinner gauges and lighter weights. We can also help them to improve efficiency and energy. For example, in the automotive industry, precision-pressed tailor-welded blanks can be made by joining steels with different chemistry, grade or coating prior to being press-formed into the final part. This technique reduces the number of parts to be tooled, as well as enhancing yield and reducing waste.

### Reuse

More ways are being found to exploit steel's durability. For example, construction steel can be designed to be reused or recycled. We can provide our construction steel with accompanying data, enabling future users to access information about the material's grade and chemical composition.

### Recycle

Steel's high scrap value makes it economically viable to recycle – in fact, it is the most recycled material in the world. Its magnetic properties make it easily recoverable from the waste stream.

Steel packaging, for example, is one of the most widely recycled packaging materials. In the UK, the recycling rate in 2023 was 78.3%.

Steel scrap has always played a role as a feedstock in the steelmaking process, for example, scrap is usually added in the Basic Oxygen Steel (BOS) plant, and in 2023-2024 an ambitious project was undertaken to also add scrap as an input to the Blast Furnaces.

This significantly increased recycled content levels in our steel, in some instances achieving more than 25% (from previous operating levels of approximately 16-17%) and resulted in an additional 124,000 tonnes of scrap being recycled.

As we transition to EAF steelmaking, Tata Steel UK will become an even greater circular operation with a step change in the recycled content of our products.





## Carbon insetting

Optemis® Carbon Lite is our third-party verified carbon insetting scheme that allows Tata Steel UK to pass on achieved CO<sub>2</sub> emissions savings made in our operations and within the supply chain directly to our customers.

It enables CO<sub>2</sub> reductions to be realised immediately, ahead of our major decarbonisation projects, and thus accelerating the impact and shortening the journey towards zero carbon.

Optemis Carbon Lite uses the 'mass balance' approach and is supported by several international standards and verified via a third party.

- CO<sub>2</sub> reductions are quantified according to the Greenhouse Gas (GHG) Protocol project reporting standard

- Baseline emission intensities are established in accordance with the worldsteel LCI methodology and/or ISO EN15804

- The CO<sub>2</sub> bank follows a mass balance approach that is aligned with ISO22095:2020 chain of custody general terminology and models standard.

Carbon Lite is called an insetting scheme because the savings are made within the boundary of our operations. These decarbonising projects outside our wider steelmaking transformation are attributed to further Carbon Lite credits in our Carbon Bank.

We reinvest the revenues from the sale of Carbon Lite Certificates to fund projects which will generate further CO<sub>2</sub> savings.

An example of a project which has attributed CO<sub>2</sub> savings into the carbon bank are the enhancements to the power plant at Port Talbot works where process gases were combusted to produce heat and power to send back to manufacturing processes.

The Tata Group Innovista Awards recognised the innovative Optemis Carbon Lite scheme and awarded it first place in 2023.





# Contributing to the low carbon economy

Our steel can play a positive role in decarbonising society. We are working with our customers to innovate low emissions solutions.

The UK Government has continued its commitment to reaching net zero by 2050. The past two years have seen a suite of policies adopted in order to reach this target from the formation of GB Energy, creation of Clean Power 2030 targets to the issuance of a modern industrial strategy. A fundamental theme through all of these measures is the vital role that steel will play to decarbonise society. Through the deployment of construction and infrastructure projects to the development of energy transition opportunities.

In November 2024, UK Steel commissioned a Bill of Works which highlighted that the UK offshore wind pipeline is the second-largest in the world and will require up to 25 million tonnes of steel (1 million tonnes per annum) between 2026 and 2050. This represents a potential £21 billion market for UK steel over the coming decades. Tata Steel has already contributed thousands of tonnes of steel to offshore schemes across the globe with products such as Celsius® hot finished hollow sections.

## Floating offshore wind

Floating offshore wind or as it now increasingly being known, deep-water offshore wind, is an exciting prospect for clean energy and for the growth of locally-based supply chains using low carbon steel. This system harnesses renewable energy from deeper seas using wind turbines on top of floating structures anchored securely to the seabed. This technology is being fast-tracked to provide 5GW of the UK's energy by 2030, and could be one of the most rapid sectors of growth for the UK economy by the end of the decade. Our steel will make it feasible.

In 2024 a Wales-centred industrial collaboration, led by Swansea-based Marine Power Systems, was awarded nearly £1 million of innovation funding. The project aim was to develop the use of low CO<sub>2</sub> steels from our Port Talbot site to build platforms for these structures and strengthen local supply chains. The funding from Innovate UK, the UK's Innovation Agency, is to further develop and optimise PelaFlex, Marine Power System's unique and flexible platform, for applications in the Celtic Sea. The project also aimed to ensure that the material sourcing, fabrication, manufacture, and product deployment is maximised through local supply chains.



Floating offshore wind installation in the Celtic Sea.



## MagiZinc® and solar

The UK solar sector continues to grow year on year, and Tata Steel has increased its profile in the market by supporting UK government in developing the Solar Roadmap and with products such as MagiZinc. This is a superior corrosion resistant metallic coated steel product used to manufacture cold formed steel profiles for solar mounting structures.

Using fewer resources in its manufacture and with a longer product life than conventional galvanised steel, MagiZinc has been chosen by designers and manufacturers for major projects. Our material is providing a British solution for UK decarbonisation as the country seeks to reduce its dependence on fossil fuels.



MagiZinc steel profiles are used in solar panel mounting structures.



# Construction

## Sustainable buildings



Building Systems UK continues to shape the future of sustainable buildings with insulated product offerings such as the Trisobuild® cladding system, used in the award-winning Port of Leith Distillery in Edinburgh.

## EPDs in construction

During the years covered by this report we produced and updated a further 32 Environmental Product Declarations (EPD) for our construction sector customers – demonstrating our continued commitment to transparency when it comes to reporting product environmental data. An EPD is a recognised method of describing a product’s whole life impact, backed by international standards. Tata Steel was the world’s first steel manufacturer to operate an EPD programme.

An EPD contains a description of the manufacturing route and a technical description of the product. Along with

quantified environmental information, it covers specific aspects of the product life cycle, from raw material extraction, manufacture, and fabrication through to use and end-of-life.

We can produce product-specific EPDs that comply with EN 15804 and ISO 14025 standards and which are third-party validated.

Being able to supply product-specific EPDs, along with BES 6001 responsible sourcing certification, enables our customers to accrue points under building certification schemes such as LEED and BREEAM on their building projects. This level of transparency and

reporting allows them to make optimum decisions about resources – and demonstrates the sustainability of steel and our steel products.



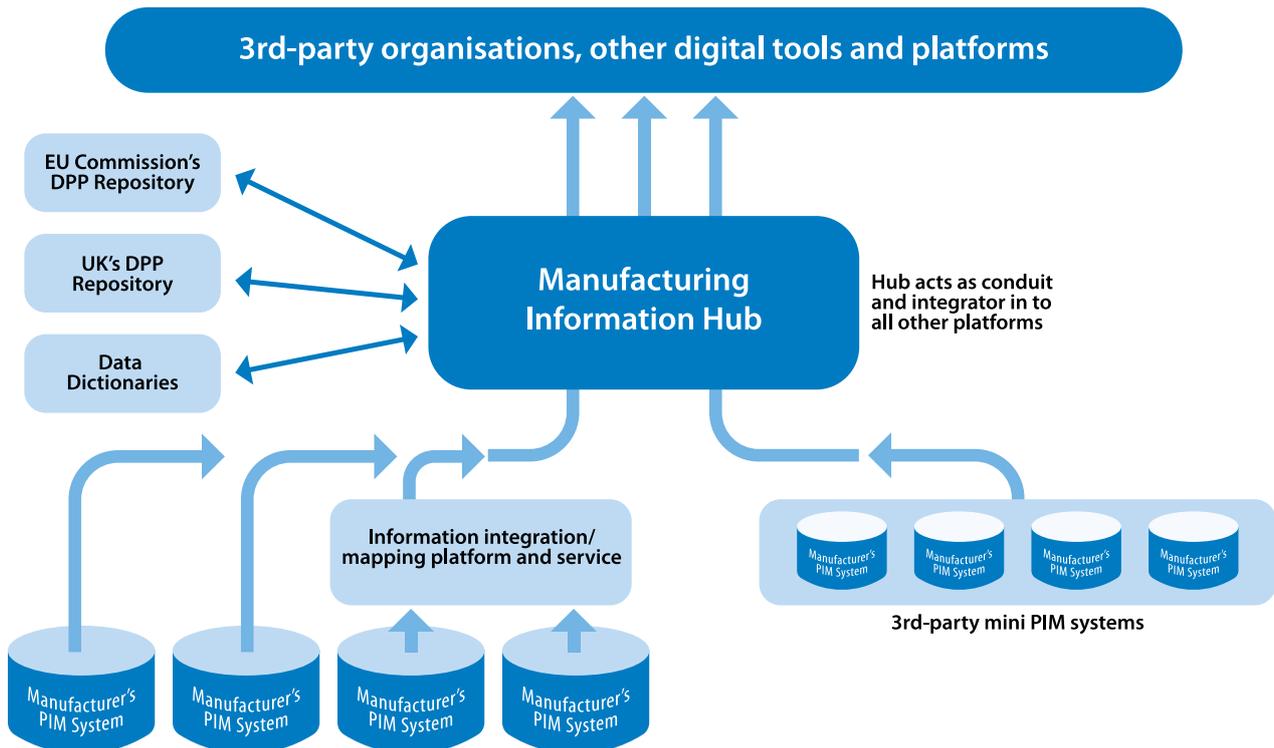
## The Manufacturers’ Information Hub

**Tata Steel has pioneered a ground-breaking project to build a digital platform that will simplify Digital Product Passport (DPP) dissemination and be a vital enabler for the circular economy for construction products.**

The Manufacturers’ Information Hub (MIH) will be a digital connection point that sits between all construction product manufacturers’ information systems and all the third-party organisations that may want their product information. It will control the data structure to enable seamless information transfer whilst manufacturers continue to host and control their original product information.

This will enable the vital product information needed to enable the reuse of products to be pulled automatically from a manufacturer’s IT system simply by scanning a QR code on site. This information can then be automatically linked to 3D models, populated into building logbooks and asset management platforms and then be accessible when the building reaches its end of life.

This not-for-profit initiative is being supported by more than 30 of the largest construction product manufacturers across Europe as well as governments, clients, main contractors and trade associations.





## Catnic SolarSeam

With the UK Government announcing that by 2027 the vast majority of new homes will be required to have solar panels, the launch of Catnic's SolarSeam solution was timely. Catnic SolarSeam consists of a flexible solar laminate bonded to the Catnic Urban standing seam roofing panel, delivering efficient renewable energy without the traditional highly visible frames. As an innovative, lightweight solution for new and refurbishment projects it delivers excellent solar performance. Unlike traditional mounted solar photovoltaics systems, Catnic SolarSeam is bonded to the roof panel offsite, creating a low-profile and seamless finish, and it is guaranteed to produce energy for 25 years.

### PV 'ready' roofing material

An extended range of Colorcoat® pre-finished steel products also now include an addendum for incorporating clip and fix photovoltaic modules. This expansion offers the construction market a significant advantage and means that a large portion of our Colorcoat® product portfolio, especially that used for roofs, is 'PV ready'. On one of the main product offerings, the addendum has been in place for over a decade and there are many examples of using clip and fix PV modules.



Catnic SolarSeam

# Packaging

## Electrifying Packaging Steel

Our Electrifying Packaging Steel campaign underscores the commitment to decarbonising steel production for the packaging sector using Electric Arc Furnace technology. The launch of the new campaign included a Tech Pod in the networking area of LIVE:2025 – an event for the retail sector. Colleagues were present to discuss how the innovation supports retail and FMCG brands in achieving their sustainability goals.

## ADAPT-EAF

In 2025 a new research initiative ADAPT-EAF aimed at accelerating the development of a new generation of steel products was announced. ADAPT-EAF brings together Tata Steel UK with the University of Cambridge, Imperial College London and the University of Warwick in a five-year research partnership supported by the EPSRC Prosperity Partnerships programme.

The ADAPT-EAF project will develop an AI-powered platform to predict how different scrap types and compositions impact steel quality and processability. This will be integrated with rapid alloy prototyping and testing to generate the data required, as well as to pioneer automotive and packaging steel grades suited to EAF processing. This work supports Tata Steel's low-emission steel vision, builds UK expertise, and promotes best practices across the group.



# Automotive

Legislation in the UK and Europe has set automakers on a trajectory to sell only zero tailpipe emission cars in those countries by 2035.

Automotive OEMs are planning to become climate neutral by 2050 or earlier, and so the climate footprint of vehicle production itself is becoming increasingly important. Whilst it is true that carmakers are exploring where it is most cost effective to decarbonise production first, steel accounts for 16-27% of embedded emissions in electric vehicles (where 30% of non-use phase emissions come from the battery) and even more in internal combustion

engine vehicles, so decarbonising steel needs to be an important part of every carmaker's decarbonisation plans.

Our vision to be amongst the first European steelmakers to switch to EAF production of strip products, reducing emissions of the products we sell by about 50%, supports the climate neutral strategies of our automotive sector customers.

## Benefiting customers

Ernesto Barceló, Chief ESG Officer at Gestamp, said: 'I'm delighted to see Tata Steel UK's official launch of the commencement of the building of the electric arc furnace. The production of steel using EAF technology and fed largely by scrap, supplied by Gestamp, will enable Gestamp to increase the amount of recycled content in the steel we use for producing our components, benefiting our customers on their way to reduced emission cars. Furthermore, it provides the opportunity to strengthen our circular economy model in the UK.'



Our move to EAF supports the climate neutral strategies of our automotive customers

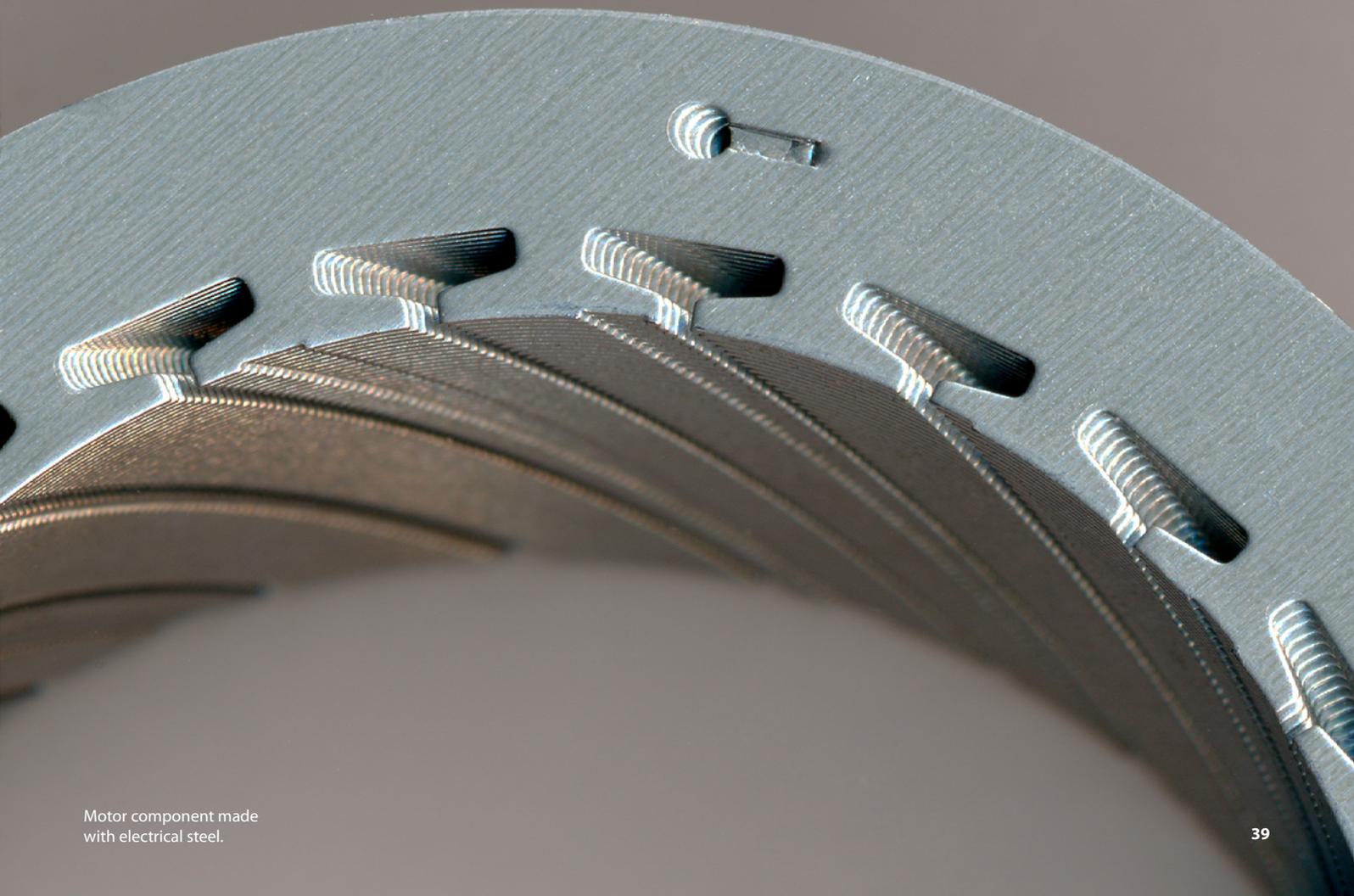
We are partners in Steel E-Motive, a WorldAutoSteel vehicle engineering programme which has developed virtual advanced steel concepts for two fully autonomous and connected electric vehicles designed for mobility-as-a-service (MaaS) applications. It uses Advanced and Ultra High-Strength Steel (AHSS/UHSS) technologies and products to design autonomous vehicle concepts to enable MaaS solutions which are safe, affordable, accessible and environmentally conscious. The use of AHSS/UHSS is making the vehicle body structure and battery enclosure 25% and 33% lighter respectively, enabling emissions reduction of 44%. We continue to support WorldAutoSteel to develop cleaner steel-intensive design and manufacturing solutions for future mobility.



# Electrical steel

Our ultra-thin-gauge electrical steel laminations already handle the highest rotational speeds recorded.

They are specified for the greenest hybrid vehicles, the most advanced vacuum cleaners and the fastest cars in F1. Our Hi-Lite™ grades significantly reduce electrical energy losses at higher frequencies, which improves motor efficiencies compared to normal gauge electrical steels, opening up an array of design and application possibilities.



Motor component made with electrical steel.

# New product development

Providing sustainable solutions continues to be at the heart of our new product development.

During the period we launched 13 new products (eight in 2023/24 and five in 2024/25) for the packaging, tubes, automotive, highway safety and construction sectors, many of them, including ComFlor® and RoofDek® with MagiZinc®, with significant sustainable attributes, such as making them longer lasting, improving performance and enabling our customers to make more efficient end products.

These new products offer efficient material usage through higher strengths or reduced coatings, improving the performance of the end product while offering enhanced sustainability.

**ComFlor®** and accompanying product **RoofDek®** with **MagiZinc®** was offered as ZM140 as standard across the gauge range to utilise the lower carbon proposition for customers. When assessing this through our sustainability profiler tool this product also falls into the product Eco category showing significant improvement in sustainability by reducing resource use and embodied carbon when compared to unpainted products products with a Z275 galvanised coating.

Packaging TS310 aerosol cone & TS500 welded can body product launches were developed to help customers achieve sustainability ambitions enabled and supporting downgauging sustainability projects.

Our high containment barrier system products launched in 2024/25 as a road safety system for heavy goods vehicles up to 10 tonnes and buses up to three tonnes achieved a premium Eco product rating through our sustainability profiler.

Our high-strength tubular steel product for piling, launched in 2024/25, offers higher strengths with lighter gauge material made in a cold formed process supporting sustainability and more efficient use of material. As a result, this product also achieves an eco-product rating when compared to the baseline products.



High containment barrier system

## Sustainability profiler

Our industry-leading sustainability assessment profiler helps us evaluate our new product development portfolio by considering environmental, social, and economic issues over the complete product life cycle.

The profiler guides our teams at each stage of product development, alerting them to key sustainability issues and trends, tracking progress, and identifying value-creating sustainable product attributes.

The profiler has been recognised by the World Steel Association and the Tata global Innovista awards for innovation.

**worldsteel**  
ASSOCIATION

**TATA**  
**INNOVISTA**  
Celebrating Innovation

# Responsible supply chains

Our vision is to aspire to be the global steel industry benchmark for value creation and corporate citizenship. Having sustainable business practices across our value chain is critical to achieving this.

We expect our suppliers, contractors, external consultants, third party representatives and business partners to comply with the provisions of the Responsible Sourcing Policy and Supplier Code of Conduct.

The Responsible Sourcing Policy provides more details about how our Sustainability Policy is translated into required actions through the supply chain. It takes into account the OECD Guidelines for Multinational Enterprises, to enable; supply chain transparency, adherence to laws, regulations, minimum standards, and continuous improvement. Embracing the approach of the OECD guidelines ensures that we procure our products and services responsibly. We encourage our supply chain partners to share the same commitment and expect them to integrate the following sustainability principles in their decisions and processes:

- **Health and safety.** To adopt management practices concerning health and safety, which safeguard their workers and the local community they operate in.
- **Fair business practices.** The Tata Code of Conduct and Tata Steel UK's Modern Slavery Policy outline our ethical standards and fair business practices. We require our suppliers, contractors, external consultants, third party representatives and business partners to comply with the terms of these documents.
- **Environmental protection.** To maintain effective policies, processes and procedures to assess and to mitigate the impact that their products, services and activities might have on the natural environment.
- **Human rights and modern slavery.** To implement policies and procedures to promote and protect human rights and modern slavery in their business and to ensure their suppliers do the same.
- **Local community development.** To contribute to the social, economic, and institutional development of the



communities in which they operate. We seek collaboration from all our supply chain partners in the promotion of sustainable business practices.

Responsible sourcing generates a systematic evaluation of the entire supply chain, and we are determined to collaborate with our suppliers to help them continuously improve.

We have enhanced our onboarding process for suppliers, who must declare their commitment to our responsible sourcing policy and supplier code of conduct, abiding by our ethical, social, safety, and security standards for transparency and long-term business relationships. If a risk is identified, we will ensure evaluation and subsequent risk assessment is undertaken.

## Due diligence

We undertake due diligence within the supply chain to determine whether prospective suppliers meet the minimum health and safety, human rights, ethical and environmental standards as described in the Tata Supplier Code of Conduct and our Modern Slavery Policy. As part of the due diligence process, the company will require documentary evidence from its potential suppliers of compliance with this policy.

## BES 6001

We hold BES 6001 certification for all products manufactured in the UK, covering 14 different product groups produced at seven manufacturing locations across the country. BES 6001 is a product sustainability standard comprising a series of requirements for products and the organisations making them. These requirements cover CO<sub>2</sub> emissions, environmental protection, energy use, community engagement, business ethics, employment and skills. The latest audits have taken into account the fundamental change in steel production at Port Talbot and change in raw material suppliers. As the first pre-finished steel manufacturer to secure BES 6001 Responsible Sourcing standard for Colorcoat® products in 2010, the Shotton site has maintained these credentials for 15 years.



# ENVIRONMENTAL PROTECTION

The capacity of the steel industry to impact the natural environment adversely has long been understood. It uses large volumes of raw materials, energy and water and produces in its processes a range of substances that have the potential to cause air and water pollution. It is for this reason that we have been operating certified environmental management systems at all our operational sites for decades.

Through the framework of the international standard, ISO14001, we seek to fulfil our commitment to protecting the environment, complying with all legal obligations, achieving continual improvement, using a life cycle

perspective to underpin our service offerings and the way our products and services are designed, manufactured and used, and, communicating accurate and detailed environmental information to all stakeholders.



As a longstanding partner of WWT Llanelli Wetlands Centre, our Trostre site was proud to be a funding partner for the restoration of the 'Heron's Wing' footbridge.



# Environmental outcomes

The period covered by this report has been transformational for us in many ways, not least in terms of our environmental impact. The closure of integrated iron and steelmaking at Port Talbot in 2024 led to a profound reduction in emissions to air such as particulate matter (PM), small particulates (eg PM10), nitrogen oxides, sulphur dioxide and carbon monoxide, in addition to carbon dioxide.

The cessation of activities in 2024 was meticulously planned with the result that there

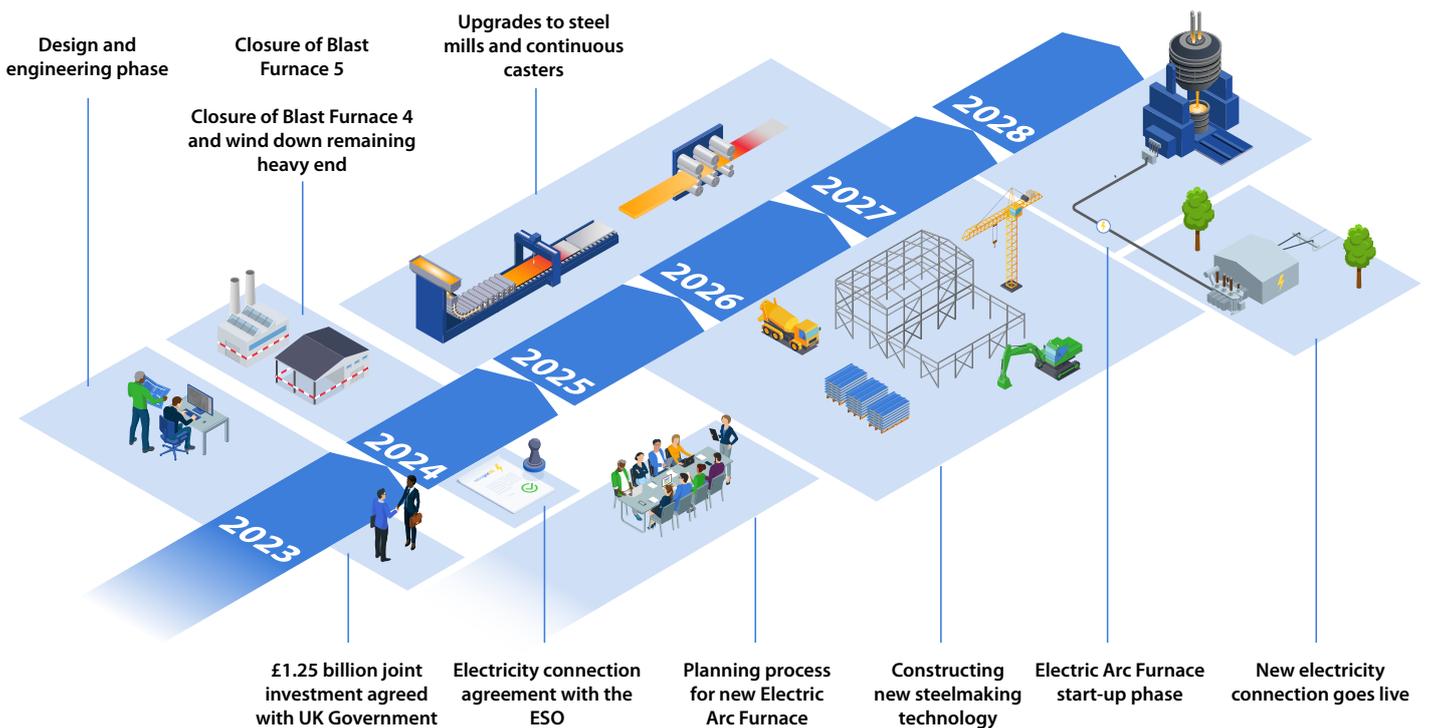
were no environment incidents. The former operating units have now been made safe.

Over the past two years, state-of-the-art techniques have been incorporated into detailed engineering design of the electric arc furnace (EAF) to ensure its impact on the environment is minimised. It will be equipped with highly effective gas cleaning equipment, noise barriers and water conservation measures. A hugely detailed environmental impact assessment for the EAF – taking into

account the expected emissions once it commences operation – was submitted to the local planning authority for Port Talbot in 2025.

The new steelworks will achieve an 80%+ reduction in nitrogen emissions, and a 90% reduction in PM emissions from chimneys, with reduced odour and visible emissions, and no increase to noise.

## Port Talbot transformation plan: key milestones as announced in 2024





# Environmental improvement

Worldwide, Tata Group companies have adopted the concept of 'Aalingana.' The word means 'embrace' and for us it encompasses three interconnected pillars:

reducing CO2 emissions to reach net zero by 2045

supporting society's transition to a more circular economy

preserving and restoring nature and biodiversity

These three pillars are a useful way of assessing our progress in continuous improvement in relation to our environmental footprint.

## CO2 emissions reduction

Under Project Aalingana, we have committed to achieving net zero by 2045. The transition to EAF steelmaking represents a massive step forward in this ambition. That said, there is still work to be done. We will need to deal with emissions from our downstream processing, such as the emissions from burning gas for re-heating, annealing, curing etc. We also need to decarbonise our logistics and our upstream emissions, be it the emissions from lime making, the production of the pig iron, or the directly reduced iron that we need to add to scrap in our EAF. There is already a huge amount of work going on around the company to map all the emissions associated with our activities and to develop options for addressing them. The steps we are taking to reduce the remaining CO2 emissions from our wider business, once the EAF has been commissioned, are covered in more detail in the section on decarbonisation.

Where that is not possible, it's important to recycle and recover materials after products come to the end of their lives. Tata Steel UK has a great story to tell. Our transition to primarily scrap-based electric arc furnace steelmaking will reduce our reliance on finite iron ore and coal reserves around the world. Once we have transitioned to EAF steelmaking, our plant in Port Talbot will be by far the largest recycling facility in the UK, turning approximately two million tonnes of steel that has come to the end of one life back into new steel that can be used in all of our products.

But our contribution goes well beyond that: our products are strong, durable and flexible. These attributes help each tonne of steel to go further than a tonne of many of the materials that we compete with in our chosen markets. And, of course, at the end of the life of a steel product, it can be fully recycled and turned back into high quality, new steel products. The important role we are playing in the transition to a circular economy through the products we make is covered in the previous section of this report.

We are working tirelessly to maximise the amount of finished product we make from a given amount of input materials such as steel, zinc, tin and paint. We are also focusing on reducing our use of consumables such as oil and packaging and eliminating waste generation on our sites. Under the banner of Aalingana, we aim to achieve a resource efficiency rate in our operations of 99% by 2030.

wildlife to the margins, industrial premises can provide refuge and passage for a surprising diversity of natural species. Our sites cover very large areas and, between the component industrial processes within each site, there are pockets of land that in some cases are undisturbed and un-modified.

From Shapfell to Lisburn, from Shotton to Llanwern, our employees, working in partnership with charities and other local partners are engaged in a fantastic array of activities to protect nature. Compromises sometimes need to be made between the scale of our ambitions to enhance nature and the day-to-day needs of operating our processes but we are finding a way to reconcile these two aims.

Under the auspices of Project Aalingana, we have committed publicly to having in place biodiversity management plans at all our operational sites by the end of the financial year. We are on course to achieving this.

As part of the major redevelopments at our Port Talbot site, comprising the transition from blast furnace-based iron and steelmaking to electric arc furnace steelmaking, we have carefully considered the opportunities to protect and even enhance biodiversity over the extensive 700-acre landscape. We have developed a detailed plan in conjunction with Neath Port Talbot Borough Council and other experts. This provides for the restoration of 75 acres of woodlands, wetlands, reedbeds and fens; ecological management of 93 acres of landfill areas; and the protection and management of 270 acres of land and a 260-acre reservoir, both designated as Sites of Special Scientific Interest SSSI. This extensive plan will boost biodiversity and habitat connectivity, enhance water quality supporting aquatic life, and support the long-term resilience of the area.

## Our plant in Port Talbot will be by far the largest recycling facility in the UK

### Resource efficiency

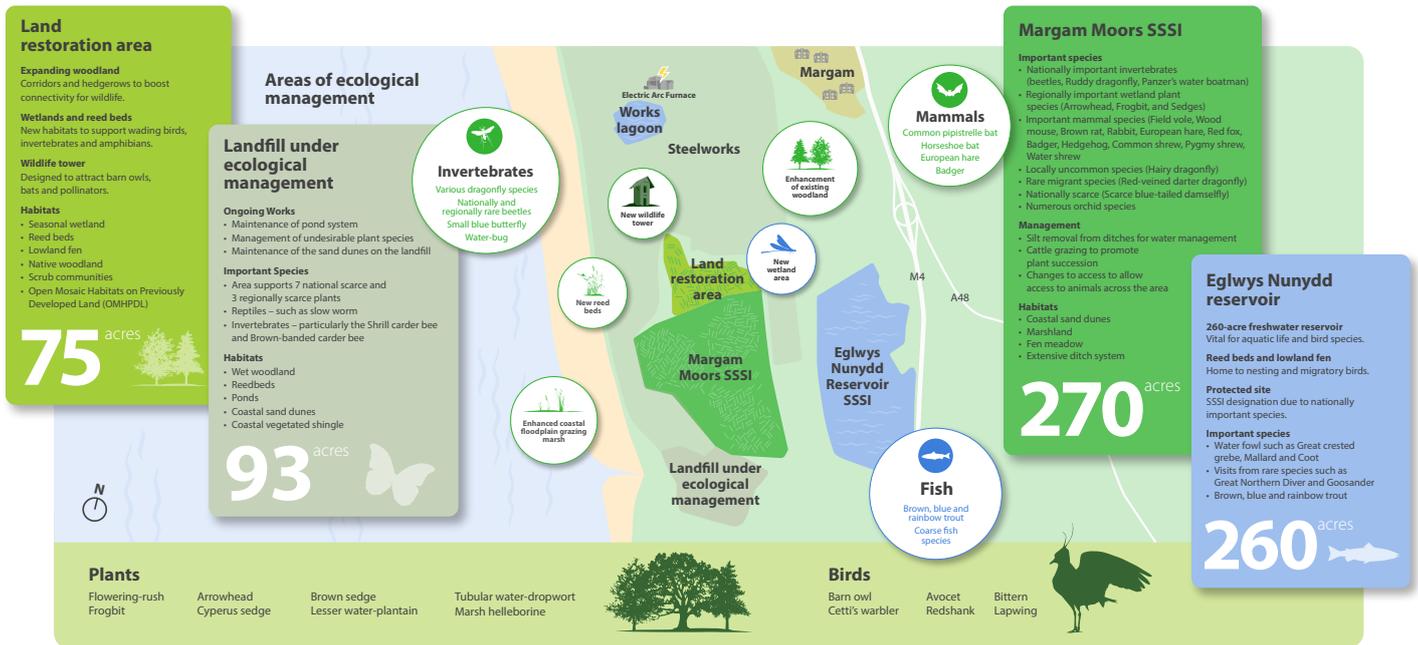
The world has recognised the importance of resource efficiency, and that it needs to move to a more circular model of consumption and reduce its reliance on finite raw materials.

The best way to reduce resource use is to cut down on our consumption in the first place.

### Preserving and restoring nature and biodiversity

In a landscape which is increasingly built up and modified by human activity, where intensive agriculture, forestry, urbanisation and transportation networks have pushed

# Biodiversity across the 700-acre Port Talbot landscape



# Restoring 75 acres of vital habitat at Port Talbot for wildlife and biodiversity

- ✓ **Boosting** biodiversity and habitat connectivity
- ✓ **Enhancing** woodland areas for long-term resilience
- ✓ **Improving** water quality and supporting aquatic life
- ✓ **Ongoing** monitoring and sustainable land management





## Biodiversity at Shotton

The team at our Shotton site in North Wales achieved a landmark earlier this year when the site became the only site in Wales to currently hold the nationally recognised standard for commitment to biodiversity and responsible land management and awarded the prestigious The Wildlife Trusts' Biodiversity Benchmark.

The site achieved the standard by integrating the biodiversity commitment throughout its processes and wider sustainability strategy, including setting out a clear biodiversity policy with performance indicators to measure progress, clear action plans to deliver against and a robust integrated management system for Shotton.

We have regularly engaged with external partners, including Merseyside Ringing Group (MRG), Natural Resources Wales (NRW) and Flintshire County Council Rangers, with external ecological surveys conducted, including a bee survey by the Bumblebee Conservation Trust. The assessment by The Wildlife Trusts praised several areas of best practice. Also singled out for praise were the external audits of compliance and the documentation of biodiversity initiatives, all captured in a biodiversity brochure featuring on-site photography with many photographs taken by our employees, and also the wellbeing benefits including hosting school visits and guided walks of the site.

The Wildlife Trusts' Biodiversity Benchmark is the only standard that certifies the management of a business site for wildlife, designed to recognise and celebrate landowning businesses which have achieved excellence. Designed to complement ISO 14001, it tests the design and implementation of a business's management systems to achieve continual biodiversity enhancement and protection on their sites. This was a key goal from the launch of the Shotton Sustainability Commitment in 2022 where the focus is on four key pillars, one of which is protecting and expanding the biodiversity that co-exists on the site.



## Shapfell quarry restoration

At our site in Shapfell where we produce lime for use in our steelmaking process, we have taken extensive steps to restore the quarry (which has been closed since 2009) and significantly improve biodiversity. Millions of tonnes of material have been returned to the quarry since it started operating in 1962 and in 2019 approval was granted for a plan to finalise this restoration work. This involved further filling-in of excavated areas, whilst retaining the existing waterbody and cliff faces, and enhancing the environment to improve biodiversity. Many variety of habitats have been restored or enhanced

including over 23 hectares of grassland, over a hectare of deciduous woodland, and gravel islands to support many difference species including amphibians and reptiles. Great progress has been made towards completing the restoration plan and in February 2025, we planted over 2,000 trees using 10 different varieties which replicate the area's historic species and to provide a higher carbon uptake.

We regularly undertake botanical and nature based surveys. Our most recent bird breeding survey identified 608 nesting pairs belonging to 23 different species. Nature surveys

have also identified red squirrels, badgers, red deer, great crested newts, curlews and woodpeckers, to name some of the many different animals making Shapfell their home.

The plan also requires the protection and preservation of scientifically significant geological formations such as gour pools and tufa, both of which are types of mineral deposits formed by water flowing through limestone. These are monitored by regular visits from Cumbria Geoconservation and the Cumberland and Westmorland Geological Societies.



Great crested newt



Gour pool



Red squirrel



# ROADMAP TO 2045 AND OUR FUTURE OPTIONS

Deploying our EAF plan is a big step towards realising our net zero ambitions, and will bring a number of sustainability and environmental improvements.

## Tata Steel UK public CO2 commitments

Our stated ambition was to achieve a 30% reduction by 2030 and produce net-zero steel by 2045

30%

CO2 reduction commitment by 2030



100%

CO2 reduction by 2045



100%

Alignment with industry recognised bodies and standards



## Transition to low CO2 steel

Transformation of our Port Talbot steelworks will lead to:

90%

Reduction of direct CO2 emissions (Scope 1)



2-2.5 mt/y

UK scrap steel used for steelmaking (which would otherwise be exported)



75%

Raw materials sourced from the UK replacing 7m tonnes of imported iron ore and coal



## Breakdown of environmental improvements



Total Particulate Matter



PM10



PM2.5



Oxides of nitrogen



Sulphur dioxide

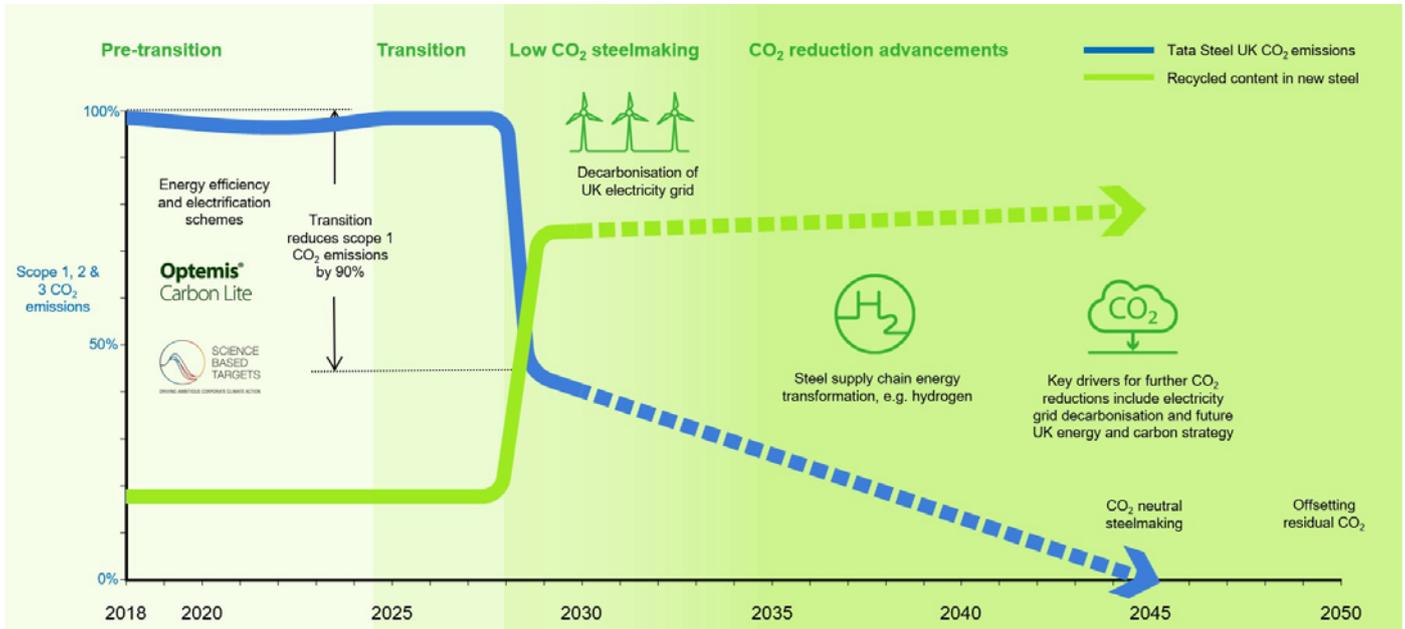


Carbon monoxide



Carbon monoxide

# Our roadmap to CO2 neutral steelmaking



## Further decarbonisation options after EAF transition

<p><b>Lower CO2 metallics</b></p> <p>Adopt greener metallic inputs, moving from pigiron to natural gas-DRI, or even hydrogen-DRI.</p>	<p><b>Use of renewable carbon</b></p> <p>Adopt renewable forms of carbon in our processes such as biochar or biomethane.</p>	<p><b>Electrification, renewable energy</b></p> <p>Electrify processes where feasible and migrate to 100% renewable energy.</p>
<p><b>Decarbonised alloys and coatings</b></p> <p>Work with suppliers to source lower carbon footprint ferro-alloys and coatings (e.g. zinc).</p>	<p><b>Use of green hydrogen</b></p> <p>Migrate away from natural gas to green hydrogen where processes allow.</p>	<p><b>Carbon-capture and utilisation</b></p> <p>To achieve carbon-neutrality in 2045, evaluate the benefits of carbon capture and utilisation.</p>



# We are committed to achieving carbon neutrality of our steelmaking by 2045

In recent years, as our plans have become more detailed, we have brought forward the target date for our steelmaking to achieve carbon neutrality to 2045, in line with our Project Aalingana target.

While the critical role of steel in helping to build the net zero world of the future is clear – renewable energy projects, electric vehicles and sustainable buildings to name just a few.

We are committed to reducing our emissions, with the ambition of achieving CO<sub>2</sub>-neutral steelmaking by 2045 and achieving a greater than 50% reduction in CO<sub>2</sub> emissions by 2030 (compared to 2018 levels) and up to 80% reduction in CO<sub>2</sub> emissions by 2035.

The implementation of electric arc furnace steelmaking will deliver a huge step forward in our net-zero plans and will enable us to meet our 2030 targets.

To reach carbon neutrality by 2045, we will continue to improve our steel production processes with a range of measures including adopting low CO<sub>2</sub> metallics and renewable carbon which can be used as inputs to our EAF; working with supply partners to source lower carbon footprint ferro-alloys and coatings such as zinc; harnessing the energy transition by moving to lower CO<sub>2</sub> energy sources in our steel mills and downstream processes; and further investigating opportunities for carbon capture, and utilisation or storage.

Energy efficiency will also continue to play its part in our decarbonisation journey. In



The new 12MW induction furnaces at Corby have reduced the site's direct emissions by 10%.

recent years we have achieved certification to ISO50001, the international standard for energy management, at four of our sites and will continue to roll this out across our operations. We have also progressed significant energy and CO<sub>2</sub> saving projects across our operations including:

- a £5 million investment at our Corby tube mill has enabled the replacement of old electric and gas fired sections of a furnace with state-of-the-art electric induction furnaces, saving over 18,000 MWh of energy per year and reducing the site's direct emissions by 10%
- a £350,000 investment to upgrade air compressors at our Hartlepool pipe mill provided annual electricity savings of over 600 MWh
- a £140,000 investment to upgrade a combustion air recuperator at our Shotton

works generated annual gas savings of over 7,500 MWh

- a range of improvements at our hot mill rehear furnaces in Port Talbot to improve the fuel efficiency and reduce natural gas usage
- an extensive re-design and optimisation of our steam network in Port Talbot has taken place with reductions in system losses, identification of novel technologies to improve heating efficiencies and with the introduction of a new efficient steam generation system

The challenge of meeting society's demands for net-zero carbon steelmaking is huge. But our company has a long history of meeting such challenges in a responsible way and we believe passionately in steel's vital role in society's low-carbon future.

## CO<sub>2</sub> reduction

A heavy focus on yield improvement at our Surahammars Bruk site in Sweden, which manufactures non-grain-oriented electrical steels for electric vehicles, motors and generators has reduced scrap by approximately 500 tonnes, leading to a reduction in local CO<sub>2</sub> emissions of 65 tonnes.



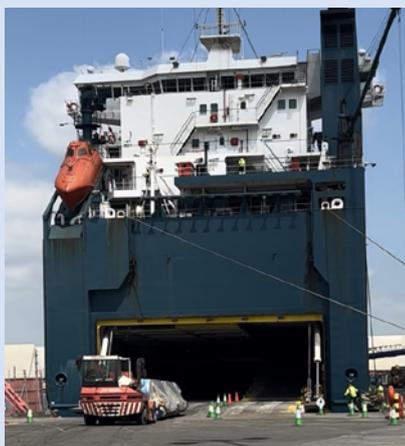
## Zero carbon logistics

With greener steel on the horizon, we recognise the importance of working closely with our suppliers to offer customers low-CO<sub>2</sub> logistics solutions for delivering these new products.

We are actively exploring opportunities to deploy biofuels such as Hydrotreated Vegetable Oil (HVO) across our network. HVO can reduce harmful emissions by up to 90% compared to conventional diesel. Trials are scheduled for autumn 2025, focusing on deliveries from our site in Shotton to customers in The Netherlands and Belgium.

Furthermore, over 70 onsite vehicles at Shotton are now fully run on Hydrotreated Vegetable Oil (HVO), as an alternative to conventional diesel and some onsite vehicles have been switched to fully electric. HVO has also been used for on-site vehicles at our Catnic site in Caerphilly. Optimising delivery routes within our existing network is another key strategy for decarbonising our logistics operations. In June 2023, we successfully trialled deliveries of our Colorcoat product to Spain from direct truck to a liner service via Liverpool and Bristol, achieving a 70% reduction in emissions.

Alongside exploring immediate solutions, we are also evaluating emerging technologies and green energy networks to shape our long-term strategy. We are working closely with hydrogen providers in South Wales to monitor the progress of HyHaul, a consortium aiming to implement hydrogen refuelling infrastructure along the M4 corridor.



Liverpool liner service



## Active leadership and external collaboration

**We are working with academic partners to address a number of sustainability challenges:**

- supporting researchers at Swansea, Sheffield and Warwick Universities with the project SUSTAIN. This £35 million research programme aims to support the steel industry, developing environmentally sustainable solutions to ensure the future of manufacturing in the UK.
- in RECTIFI, a ground-breaking project that brings together the steel, cement and recycling industries, the partners aim to build brand-new circular supply chains, including for the provision of high-quality grades of scrap as feedstock for production of low carbon emissions steel.
- supporting the Green Industrial Futures Centre for Doctoral Training, focused on the energy transition through a world-leading, interdisciplinary whole systems research and training programme to help realise the green industrial revolution.
- in Flue2Chem (InnovateUK) and COZMOS (EU Horizon programme) we collaborated with multiple partners in the supply chain and in academia to demonstrate the value in carbon capture and utilisation, contributing to a deeper understanding of key attributes of a circular economy, including through life cycle assessment, techno-economic analysis and social acceptability.
- sponsoring many other projects and PhD studentships, for example to investigate the trade-offs in carbon emission terms between buildings designed to be materially 'ultra-lean' versus those designed to enable future adaptability and circularity.
- the ADAPT-EAF Prosperity Partnership will use digital alloy design and rapid prototyping to obtain new understanding of the effects of residual elements on recycled steels, allowing creation of new packaging and automotive steels tailored for electric arc furnace steelmaking.

# KEY PERFORMANCE DATA

## Tata Steel UK

Key Performance Indicator	Units	FY21	FY22	FY23	FY24	FY25
<b>Production</b>						
Crude steel production	million tonnes	3.27	3.4	2.93	2.89	1.05 <sup>1</sup>
Liquid steel production	million tonnes	3.35	3.5	3.02	2.99	1.07 <sup>1</sup>
Processed Hot Rolled Coil (HRC) <sup>2</sup>	million tonnes	3.19	3.29	2.86	2.89	2.57
<b>Health and safety</b>						
Fatalities	#	0	0	1	0	0
Lost-time Injury Frequency Rate (LTIFR) - employee	per million hours worked	2.07	2.21	2.98	2.37	2.42
Lost-time Injury Frequency Rate (LTIFR) - contractor	per million hours worked	2.13	3.34	2.22	3.38	0.92
Lost-time Injury Frequency Rate (LTIFR) – Total	per million hours worked	2.12	2.47	2.81	2.65	1.97
Recordables (employees)	#	57	50	65	77	84
Recordables (contractors)	#	22	24	19	55	25
Recordables (total)	#	79	74	84	132	109
Sickness absence rate	%	3.5	4.9	5.0	5.4	5.2
Sites with safety management system (ISO45001)	%	27	27	27	27	36
<b>Climate change</b>						
Absolute GHG emissions – Scope 1	million tonnes	6.5	6.9	6.1	5.9	2.4
Absolute GHG emissions – Scope 2 <sup>3</sup>	million tonnes	0.1	0.2	0.1	0.1	0.1
Absolute GHG emissions – Scope 3	million tonnes	1.7	1.8	1.7	1.8	4.4
Total absolute GHG emissions (Scope 1+2+3) <sup>4</sup>	million tonnes	8.4	8.8	7.9	7.8	7.0
CO <sub>2</sub> intensity (by processed HRC) <sup>5,6</sup>	t/THRC	2.64	2.69	2.76	2.70	2.72
CO <sub>2</sub> emissions – (audited UK ETS emissions) <sup>7</sup>	million tonnes	6.40	6.99	6.00	6.03	3.71
CO <sub>2</sub> emissions – total (ws scope 1+2+3) <sup>8,9</sup>	million tonnes	7.0	7.3	6.7	5.8	2.3
CO <sub>2</sub> intensity (by crude steel) <sup>8</sup>	t/tcs	2.14	2.16	2.28	2.01	2.19
Steel scrap recycled (internal) <sup>8,9</sup>	thousand tonnes	387	417	366	408	165
Steel scrap recycled (external) <sup>8</sup>	thousand tonnes	167	179	106	146	49
Total scrap recycled <sup>8</sup>	thousand tonnes	554	596	472	554	214
CO <sub>2</sub> saved from external steel recycled <sup>8,10</sup>	thousand tonnes	278	298	176	263	88
Specific energy consumption	GJ/THRC	23.5	24.3	25.2	24.7	13.7
Total energy consumption	TJ	74,962	79,816	71,848	71,234	35,174
Total renewable energy consumption	TJ	164	171	334	328	312
% of total energy consumption from renewable sources	%	0.2	0.2	0.5	0.5	0.9
<b>Resources, emissions and waste</b>						
Port Talbot absolute stack dust emissions <sup>7,8</sup>	thousand tonnes	1.38	1.16	0.82	0.84	
Port Talbot absolute stack SO <sub>x</sub> emissions <sup>7,8</sup>	thousand tonnes	6.38	4.72	4.58	4.00	
Port Talbot absolute stack NO <sub>x</sub> emissions <sup>7,8</sup>	thousand tonnes	5.10	5.01	4.31	3.77	
TSUK absolute stack dust emissions <sup>7</sup>	thousand tonnes					1.01
TSUK stack dust intensity <sup>7</sup>	kg/THRC					0.38
TSUK absolute stack SO <sub>x</sub> emissions <sup>7</sup>	thousand tonnes					2.11
TSUK stack SO <sub>x</sub> intensity <sup>7</sup>	kg/THRC					0.79
TSUK absolute stack NO <sub>x</sub> emissions <sup>7</sup>	thousand tonnes					1.98
TSUK stack NO <sub>x</sub> intensity <sup>7</sup>	kg/THRC					0.74
Total weight of air pollutants <sup>7</sup>	thousand tonnes					5.09
Solid waste generated <sup>8</sup>	thousand tonnes	186	111	314	1,547	659 <sup>1,2</sup>

Solid waste utilised <sup>8</sup>	thousand tonnes	113	85	308	1,540	651 <sup>12</sup>
Solid waste sent to landfill/incineration <sup>8</sup>	thousand tonnes	4	7	6	6	8 <sup>12</sup>
Solid waste utilisation <sup>8</sup>	%	61	76	98	>99	99 <sup>12</sup>
Total hazardous waste	thousand tonnes					48
Total non-hazardous waste	thousand tonnes					642
Total mass of waste recovered	thousand tonnes					681
Fresh water abstracted <sup>13</sup>	million m <sup>3</sup>				39.4	34.2
Fresh water used in operations <sup>13</sup>	million m <sup>3</sup>				29.4	26.3
Specific fresh water use <sup>13</sup>	m <sup>3</sup> /tHRC				10.2	10.2
Environmental complaints	#	481	207	458	683	195
% of relevant sites covered under biodiversity management plans	%	100	100	100	100	100

## People

Nos. of employees	#	7,496	8,182	8,320	8,052	6,332
New employee hires	#	302	697	869	520	178
New employee hires by gender	#M/#F	276/26	648/49	747/122	459/61	157/21
Female employees in workforce	%	10.8	10.7	10.4	10.8	13.7
Female employees in management positions in workforce	%	18.6	14.2	18.2	18.4	20.3
Age break-up of the workforce (>50 years)	%			35.9	36.7	37.0
Average age		44	44	43	44	44
Employee turnover rate	%	5.5	6.6	6.5	6.9	24.8
Number of retirements	#	203	249	206	104	294
Number of hours worked	million hrs				12.5	11.4
Workforce covered through formal trade unions	%			56	57	48
Number of hours training per employee	hrs/employee	n/a <sup>14</sup>	16.9	19.7	17.6	12.0
employees trained on environmental issues <sup>15</sup>	#				1,312	421
employees trained on diversity, discrimination and harassment <sup>15</sup>	#				175	85
employees trained on business ethics <sup>15</sup>	#				n/a	190
employees trained on Tata Code of Conduct <sup>15</sup>	#				815	1,847
% of staff development appraisal <sup>16</sup>	%	85	37	74	82	0
Whistle blower cases received	#			23	21	17

## Procurement

% of inputs sourced sustainably <sup>17</sup>					69	100
% of targeted suppliers that have signed the sustainable procurement code of conduct <sup>17</sup>					69	100
% of targeted suppliers with contracts that include clauses on environmental, labour and human rights requirements <sup>17</sup>					74	100

## CSR

Number of applications for in-kind support received	#	64	69	185	11	12
Number of applications for in-kind support approved	#	41	44	58	9	10
Number of youngsters attending Tata Kids of Steel events	#	0 <sup>18</sup>	0 <sup>18</sup>	2,214	2,284	1,074
Number of Tata Kids of Steel events	#	0 <sup>18</sup>	0 <sup>18</sup>	2	2	1

## NOTES

- 1 Reported only up until Port Talbot stopped producing crude steel, halfway through FY25.
- 2 Reporting processed hot rolled coil (HRC) in order to reflect our production and CO<sub>2</sub> levels while TSUK makes the transition to EAF steelmaking, as this is a more suitable metric.
- 3 Based on location based emission factors.
- 4 Absolute CO<sub>2</sub> emissions: Covers all TSUK operations using GHG protocol, scopes 1 + 2 + 3 (relevant upstream only).
- 5 CO<sub>2</sub> emissions intensity: absolute CO<sub>2</sub> emissions divided by the tonnes of hot rolled coil processed in TSUK operations.
- 6 TSUK ceased to use the worldsteel CO<sub>2</sub> reporting methodology (which is only relevant for companies making crude steel) with the closure of its blast furnaces. To enable transparent reporting through the transition from BF to EAF steelmaking, a more appropriate methodology has been developed. This uses the GHG protocol to calculate the absolute emissions associated with all TSUK operations and includes scopes 1, 2 and appropriate upstream scope 3 emissions. To calculate specific CO<sub>2</sub> intensity, the total is divided by the amount of hot rolled coil processed in TSUK facilities. Historic performance has also been calculated with the new methodology to allow comparison over time. Note, the new methodology differs from the worldsteel methodology due to the coverage of all TSUK operations (rather than just Port Talbot as required by worldsteel), GHG also includes additional emissions other than CO<sub>2</sub> (albeit expressed as a CO<sub>2</sub> equivalent) and the denominator is hot rolled coil rather than crude steel. It can be noted that although TSUK operations have significantly changed during the reporting period, specific CO<sub>2</sub>e intensity has remained stable.
- 7 These data relate to calendar years (i.e. the figure in column FY2022/2023 is for calendar year 2022 etc.).
- 8 These data relate only to the primary steelmaking operation at Port Talbot except where stated otherwise.
- 9 Based on methodology of worldsteel, including credits for slag delivery to cement industry.
- 10 Internal scrap equates to 'home scrap' according to the worldsteel definition. The CO<sub>2</sub> saved from the recycling of external steel scrap (i.e. steel products recovered at their end-of-life) is based on a calculation of the avoided emissions related to the making of an equivalent amount of iron from virgin ore via the blast furnace route.
- 11 Tata Steel ceased production of crude steel in September 2024, therefore for FY25 and onwards, air emissions figures will be reported for all UK based operations. Previous years' figures for Port Talbot have been reported above for reference.
- 12 Solid waste data for FY25 is representative of UK operations.
- 13 Water metrics are applicable for UK operations. Total abstraction metric includes water used in operations as well as water pumped for flood prevention purposes. Metrics of water used in operations and specific water use do not include flood water.
- 14 No data available as Covid restrictions severely hampered training opportunities during FY2020/21.
- 15 Some trainings are new or only provided to a certain selection of employees, and all trainings are refreshed and reassigned after a period.
- 16 Staff development appraisals were temporarily paused in FY25 due to organisational restructuring that took place during the performance review cycle.
- 17 Covers Tata Steel UK General Procurement, large proportions of procured materials are controlled strategically at Group level.
- 18 As a result of Covid restrictions it was not possible to run Tata Kids of Steel events during FY2020/21 or FY2021/22.

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