

TATA STEEL



**Tata Steel UK
Sustainability Report
2026**



Contents

This report addresses non-financial disclosures related to topics often described alternatively as sustainability and 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.

Scope

This report covers the activities of Tata Steel’s UK business for the year from April 2025 to March 2026. The report can be read in conjunction with the Tata Steel UK annual financial report and accounts and the Tata Steel Ltd integrated report which can be found on the [tatasteeluk.com](https://www.tatasteeluk.com) website.

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On the cover: An artist’s impression of how our site at Port Talbot will look after the transition to Electric Arc Furnace steelmaking. Construction work got fully underway during 2025/6.

INTRODUCTION

The financial year 2025-2026 was a defining one for Tata Steel UK. It was a year of significant progress, difficult challenges, and important choices as we continued our transformation towards a cleaner, more sustainable future for steelmaking in the UK.



Rajesh Nair, CEO, Tata Steel UK

Before reflecting on our achievements, I want to acknowledge a profound tragedy. In January 2026, we lost a much-valued colleague following an incident at our Corby site. On behalf of the entire Tata Steel UK leadership team, I extend my deepest condolences to their family, friends, and colleagues. The health, safety, and wellbeing of everyone who works for, with or around Tata Steel remains our highest priority. This loss has strengthened our resolve to learn, improve and relentlessly pursue our ambition of zero harm across all our operations.

Against this backdrop, we continued to make substantial progress in reshaping our business. Our transition to low CO₂ steelmaking reached several important milestones, bringing us closer to a new era of steel production in the UK. At Port Talbot, much of the enabling work for the new electric arc furnace and pickle line was completed, while key technology partnerships and contracts were established to support the next phase of delivery. At the same time, we safely decommissioned the remaining steelmaking assets that had reached the end of their operational life, creating the foundations for a more sustainable future.

Transformation on this scale is ultimately about people. Working closely with the UK and Welsh Governments, local authorities, and the Transition Board, we sought to manage organisational restructuring responsibly and compassionately. Through redeployment and cross-matching programmes, many colleagues who wished to remain with Tata Steel were able to continue their careers within the business. Alongside this, we invested in developing new skills and capabilities to prepare our workforce for future steelmaking technologies, while strengthening our partnerships

with universities and research institutions across the UK. Beyond our sites, support from UK Steel Enterprise helped stimulate investment, business growth, and employment opportunities within our local communities.

While preparing for the future, we also focused on optimising our interim operating model. As a processor of purchased steel slab and coil, we worked closely with supply chain partners and customers to maintain reliability, competitiveness, and service during a period of transition.

The wider market environment remained challenging. Demand from key sectors, including automotive manufacturing, continued to face pressure, while unfairly priced imports remained a significant concern for steel producers across the UK and Europe. Against this backdrop, the publication of the UK Government's Industrial Strategy and Steel Strategy was a welcome development, recognising the strategic importance of steel and the need to create the conditions for a competitive and sustainable domestic industry.

Sustainability continues to guide our decisions and shape our future. Reducing carbon emissions is at the heart of our transformation, but our responsibilities extend further. We remain committed to improving resource efficiency, advancing circular economy principles, protecting biodiversity, and contributing positively to the communities in which we operate.

A handwritten signature in black ink, appearing to read 'Rajesh Nair', with a stylized flourish at the end.

Rajesh Nair, CEO, Tata Steel UK

OVERVIEW

A radical transformation

Our UK business is being transformed as we prepare for low CO₂ steelmaking using the Electric Arc Furnace (EAF) method at our Port Talbot site in South Wales. Representing a multi-billion pound investment, the transition will reduce Port Talbot site's direct emissions by around 90% and Tata Steel UK's total CO₂ footprint by over 50%.

Around **80%** of the contractors for the enabling works are local, from within 35 miles of Port Talbot. Many former Tata Steel employees are now working for contract partners.

Transition

>120,000m³ of excavated material reused

Minimal off-site disposal

Zero environmental complaints

~80% of contract partners located within 35 miles of Port Talbot

82% of main contractor employees live in South Wales

Will result in:

90% reduction in dust emissions at Port Talbot site

~90% reduction in Port Talbot direct CO₂ emissions

> 50% reduction in Tata Steel UK's total CO₂ footprint

A year of transition

It has been a year of continuous work at a gigantic scale as we organised the UK business for the transition to low CO₂ EAF steelmaking. Hundreds of contractors and personnel have been involved at every level, and the site's iconic skyline has been drastically altered as old assets have been safely decommissioned and the areas secured. The weather – and the sheer scale of the operation – has at times made it a challenge, but one that we have negotiated safely.

Summer 2025

An official groundbreaking ceremony with Tata Group Chairman Mr Chandrasekaran and Secretary of State for Business Jonathan Reynolds MP in July marked the official start of construction. By this stage, planning had already turned into action, with the appointment of contractors, many local, for key roles. For example, engineering specialists Systems Group, were contracted to carry out critical upgrades to two continuous casters.

By August, 35 contractor companies were involved in tasks such as the removal of the former Basic Oxygen Plant, including its 130-tonne crane, the desulphurisation station, two ladle repair stands, and the degasser unit. The massive project was to involve more than 100 steelworkers and contractors over six months. Outside the steelplant, over 175,000 cubic metres of stone, clay and concrete were removed, most of it crushed and repurposed for use on site.

Work also got underway on building the contractor village for up to 1,200 Tata Steel colleagues and contractors. It was supplied by local company the Wernick Group.

At the hot strip mill, basic engineering was completed, and the life-extension project moved into the detailed design and contract phase.

Autumn 2025

October saw the official groundbreaking for the brand new pickle line in advance of the start of enabling works on the site of the former batch annealing process bay, which would again use local contractor partners.

At the same time, the electricity transformer previously supplying the old blast furnaces was relocated and rewired for use in the new line.

Gradually, the former slab yard was transformed into the new scrap handling area, with 20,000 square metres of reinforced concrete poured ready to support the area where trains will offload up to 70,000 tonnes of scrap steel a week.

Most of the focus during this quarter was on demolition, as the scrap bay and other legacy buildings were removed. Work started to dismantle the iconic harbour cranes at the port area, which is to be repurposed under the management of Associated British Ports.

The finishing touches were put into equipping the contractor village, complete with welfare facilities such as a canteen for 500 people, offices, washrooms and multi-faith rooms, all geared to a 24-hour operation.

Winter 2025/26

Towards the end of the year, we signed the multi-million pound contract for one of the pickle line's key features, the acid recovery and wastewater collection system, which will make it one of the most sustainable in the world.

We also started work on the fume treatment plant which will extract and cleanse the captured airborne emissions from the EAF.

Despite one of the wettest starts to the year on record, the work rate never flagged as the landscape transformation continued. The infilling of a section of the lagoon to create a direct route from the scrap processing area to the EAF facility involved lowering the water level by 7.5m, and using bunds to hold back water and the fish within it. After this, 100,000 m³ of aggregate – a volume equivalent to 40 Olympic-sized swimming pools – was laid down. Excavation got underway for a six-metre deep, 1.8-metre diameter cooling water pipeline.

Spring 2026

In February, there was an important milestone as the project marked 100 days without a lost workday case injury.

The area formerly known internally as Harsco Bank was completely excavated, clearing the way for the Consteel® conveyor and associated infrastructure.

The transformation of the steelplant continued, with the removal of equipment such as the hot metal stations and one of the 500-tonne charging cranes. Former scrap bays, workshops and the secondary steelmaking teeming bay were completely stripped out to make way for the EAF itself and two brand new ladle metallurgy furnaces.

Piling work began in April, with two rigs driving in 1,343 precast concrete piles to form the foundations of the Consteel® conveyor and the fume extraction plant.

Over on the pickle line, installation partners were selected, while at the hot mill, detailed engineering got underway for upgrades that will bring improved yield, faster speeds and greater operational stability.

Tata Steel UK at a glance

Steelmaking sites

1. Port Talbot

Product: 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: 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.

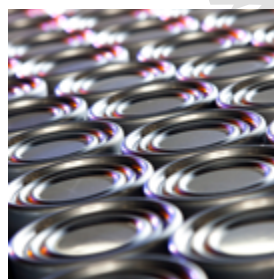
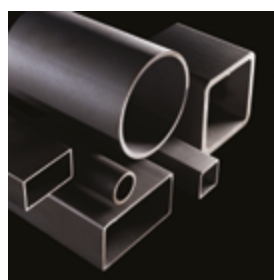
Capacity: 25ktpa

8. Skien, Norway

Building Systems components.**

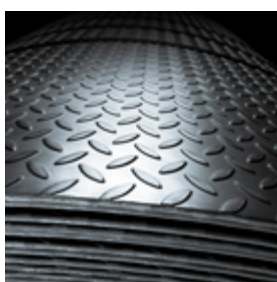
9. Surahammars Bruk, Sweden

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

20. University of Cambridge

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 AND OUR RESPONSIBILITIES

Our stakeholders

We are a business at the heart of the UK economy,
and at the heart of our business is our employees.

Over 5,700 people work for Tata Steel in the UK, along with a further 250 overseas across our manufacturing operations in Sweden and Norway, in our Catnic offices in France and Germany, and in our international sales office.

Tata Steel UK is the foundation of local economies in Wales, as well as in the Midlands

and northeast of England. With over 1,800 suppliers, and 2,000 customers, we play a vital role in supporting and encouraging widespread businesses across the UK.

In this year we spent £750 million across our UK supply chain on goods, service and process materials. With an average annual R&D

spend of £5.5 million, we are investing in and supporting technology clusters and expertise.

Tata Steel UK was 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.

Around
82,000
people are
employed in the
UK steel industry
and its steel
supply chain.



Our challenges and responsibilities

We have grasped the challenge and taken on the responsibility of producing low CO₂ steel.

In its UK Steel Strategy, published in March 2026, the UK Government recognised the vital foundational role of steel in the country's industrial base and national resilience. It set out its vision, which we fully share, of having a resilient steel sector that is a world leader in clean modern steel production.

Our £1.25 billion investment in Electric Arc Furnace steelmaking at Port Talbot is the largest investment in the industry for decades. It will enable us to become a world-class centre for low-CO₂ steelmaking, driving economic, social and environmental progress.

EAF steelmaking, when it comes on stream, will do more than decrease emissions on site. Our lower CO₂ products will in turn assist our customers to reduce their scope 3 CO₂ emissions. As a supplier of high-quality products to key UK industries such as automotive, construction and packaging, we

will help world-renowned brands such as JLR, JCB and Heinz achieve their sustainability goals.

Decarbonising the steel sector has the potential to enable reductions in other sectors. The technology we are developing here could help decarbonise steelmaking elsewhere around the globe. While the steel industry is committed to a low-carbon future, the world is still demanding more steel, with a projected two billion tonnes of production required by mid-century.

Moving to a circular model, and making use of the 10 million tonnes of scrap steel that is produced in the UK each year, will reduce the exporting (and reimporting in the form of finished products) of scrap and create a more sustainable system. In moving away from importing iron ore and coal, we are helping to make the UK steel industry more resilient at a time when the global economy and supply chains are increasingly volatile.

Commitment to collaboration and research

In our decarbonisation journey, we are working alongside research partners, including leading academic institutions, such as 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. These collaborations focus on innovations in EAF technology, the further development of scrap-intensive steel products, and improving the capabilities of the UK recycled-steel supply

chain. We also collaborate with independent bodies and groups such as ResponsibleSteel, SBTi and the UN Global Compact.

We are working closely with industry partners to enable innovation in product design and the optimisation of scrap supply and supply chain efficiency. Along the way, we are contributing to the knowledge economy and developing future leaders.

Transparent reporting

Transparent reporting is vital as we continue with our journey to reach net-zero carbon by 2045. We measure and disclose our progress in accordance with robust and agreed processes.

- Tata Steel is signatory to Steel Standards Principles, to support the development of common emissions measurement methodologies.

- Along with all of Tata Steel's global entities, we have significantly increased the amount of non-financial, third party assured sustainability data we collect and disclose publicly.

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

Energy efficiency

Energy efficiency will continue to play its part in our decarbonisation journey. Four of our sites have achieved certification to ISO50001, the international standard for energy management, and we continue to roll this out across our operations. We report energy performance as per SECR (Streamlined Energy & Carbon Reporting) and have embarked upon an energy audit programme to map our energy improvement opportunities which supports our compliance with the UK's ESOS (Energy Savings Opportunities Scheme) and complements the energy and utilities workstream of our 'Path to Profit' cost reduction programme.

Significant energy and CO₂ saving projects include:

- the installation of a new cooling tower and compressed air drying system at Corby.
- enhancements at our hot mill reheating furnaces in Port Talbot to improve fuel efficiency and reduce natural gas usage
- Steam Zero project in Port Talbot: the replacement of old boiler equipment with advanced modular systems has delivered a step change in operational efficiency. The steam network has been comprehensively optimised, reducing steam distribution piping by over 80%, and introducing local heating solutions that leverage fuel switching technologies to maximise energy-saving and support decarbonisation.

Sustainability champions

Tata Steel is one of just two steel companies worldwide to be named steel sustainability champions for every single year since 2018 by the World Steel Association (worldsteel).



Tata Steel UK has also been part of worldsteel's Life Cycle Assessment (LCA) expert group from its inception and has won four of its global 'Excellence in LCA' Steelie awards in the last seven years.

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.

Safety

We are working to embed a consistent, high-performing safety culture across all operating units, ensuring that strong cultural foundations support the effective management of risk and the delivery of our

ambition to be the benchmark for health and safety in the steel industry.

The health, safety and wellbeing of employees, contractors, and all those affected by its

operations remain our foremost priority as we continue to pursue our goal of zero harm. Our clear ambition is to be recognised as the benchmark for health and safety performance within the steel industry.



Health and safety management system

Our comprehensive health and safety management system is founded on 15 core principles, aligned with the Plan–Do–Check–Act (PDCA) framework that underpins the international standard ISO 45001:2018. This alignment ensures that our established management system is consistent with recognised best practice in occupational health and safety.



ISO 45001 certification

During 2025-26, two business units successfully achieved ISO 45001 certification, bringing the total number of certified units to five. A structured programme is in place to complete the transition of all remaining sites over the next three years. The strong alignment between our longstanding internal framework and ISO 45001 means that both the certified sites and those progressing towards certification are operating to consistent management principles and controls, supporting a coherent, organisation-wide approach to risk management, governance, and continuous improvement.

Transition safety

The safe management of asset transition activities at Port Talbot is paramount as we move from integrated steelmaking to the electric arc furnace-based method.

A structured and systematic approach to risk identification and control for these complex and large-scale activities was underpinned by formal hazard studies. These are applied throughout the asset change lifecycle,

encompassing decommissioning, temporary safe states, and the design and construction of new assets. The process ensures that hazards are identified, assessed and mitigated in a comprehensive and methodical manner. It also plays a critical role in influencing design, enabling health and safety considerations to be embedded at an early stage, and ensuring that risks are, wherever practicable, designed out through the application of the hierarchy of control. This includes the elimination or reduction of high-risk activities, the adoption of inherently safer design principles, and the integration of ergonomic considerations to promote safe and effective interaction between people, equipment, and processes. Human factors studies form a key component of this approach, taking account of human capabilities and limitations and reducing the potential for error. The studies are undertaken by multidisciplinary teams comprising specialists from engineering, health and safety, and other relevant functional disciplines. Both operational experience and technical expertise are fully integrated into the identification and management of risk.

Targeted improvements

The year saw the further development and deployment of corporate health and safety standards and targeted improvements in the management of critical risks. These included controls relating to isolation and immobilisation, cranes and lifting operations, and mechanical safety. We also continued our planned migration to a single, integrated digital permit-to-work system across our UK operations.

Performance improvements include a 25% reduction in total recordable accidents compared with the previous year, and a 10% reduction in lost workday cases, reflecting ongoing efforts to strengthen risk management and operational discipline.

Occupational health

A sustained emphasis was placed on occupational health, with initiatives addressing both physical and psychological wellbeing, enabling effective support for employees experiencing ill health and promoting a proactive approach to wellbeing.

Visible leadership

Leaders at all levels have undertaken a standardised programme of health, safety and



environmental leadership tours, reinforcing visible leadership and engagement. In parallel, we have migrated health and safety data to a single IT platform (Salus), enhancing the consistency and quality of reporting, investigation, and assurance activities, including inspections and safety tours.

A structured programme of Felt Leadership safety training, reinforcing visible, values-driven engagement on health and safety has been designed to support progression beyond compliance-based behaviours towards a more mature, interdependent safety culture in which individuals not only take personal responsibility for their own safety but are also actively engaged in looking out for the safety and wellbeing of others. This includes encouraging open dialogue, constructive challenge, and shared accountability across all levels of the organisation.

Survey

As part of a comprehensive Health, Safety, Sustainability and Environment (HSSE) culture programme, a detailed survey was issued to employees across the business, designed to provide insight into behaviours, perceptions, and areas for improvement. The response rate, with around 1,100 employees participating, was considered a robust evidence base to inform subsequent actions.

Tragically, on 13 January 2026, Tata Steel UK suffered the loss of a colleague following an incident at our Corby site in Northamptonshire. At the time of publication, the incident remains under investigation by the police and the Health and Safety Executive. The company is fully cooperating with the relevant authorities and continues to support those affected.

Working at Tata Steel

We are a major UK employer, employing over 5,700 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.

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. 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 2026 by recognising colleagues in the second Empowerment Awards, which saw 89 individuals nominated in four categories which included the Inspiration Award, Voice of Women Award, Next Generation Changemaker Award and Allyship in Action Award.

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.



Degree apprentice Charlie Morgan at Llanwern.

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 longstanding programme of apprentice, higher apprentice, and degree apprentices.

Our recruitment initiatives are designed to secure the skills we need for the future combining competency, behavioural and technical assessment methods. Our opportunities are shared across our own online and social platforms as well as those of

our selected partners. Our adverts are written in such a way to attract a diverse range of applicants and are committed to breaking down the barriers to employment.

In 2025-26, Tata Steel UK welcomed 193 experienced hires across the business. Alongside this, we continued to strengthen our early careers pipeline, with 28 apprentices, three higher apprentices, and one degree apprentice joining the organisation and we are actively recruiting for another 55 apprentices to join us in 2026-27.

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.

We keep up to date with recruitment industry best practices initiatives by benchmarking our offerings with other in house recruitment teams as well as the wider Tata Group.

Training and opportunities

During 2025-26 we have continued to ensure our teams have the training and development support they require to maintain, or improve, competency levels across the business. Throughout the year we delivered 90,990 hours of training, and completed 23,992 training hours, maintaining our blended approach of online, e-learning and face-to-face delivery. In addition to a business spend of £1.6 million, 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.

With over 161 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.



Shotton apprentices.

Healthy Tata Steel

Tata Steel UK prioritises mental and physical health equally through our Healthy Tata Steel programme and Zero Harm philosophy, recognising that both are closely connected and essential to a safe, engaged, and productive workforce. The programme focuses on creating a positive culture that engages, educates, and empowers employees to adopt healthier lifestyle habits both inside and outside the workplace.

Physical health is used as a foundation to support good mental wellbeing. For example, promoting good sleep is key to reducing fatigue, improving concentration, and strengthening emotional resilience. Campaigns on hypertension encourage regular monitoring and early intervention, helping to reduce the physical risks while also alleviating anxiety linked to unmanaged conditions. Nutrition and hydration are emphasised to sustain energy levels, improve mood, and support cognitive performance, while regular exercise is encouraged to reduce stress, boost morale, and enhance overall mental wellbeing.

Mental health remains fully integrated into day-to-day operations, particularly as the business transitions to greener steelmaking. We're committed to identifying and preventing work-related illness and supporting recovery and rehabilitation, as well as understanding the relationships between the working environment, financial challenges and our own personal lifestyle habits and behaviours that might cause or contribute to ill health or injury.

Throughout the year, we support national and international awareness campaigns on topics such as sleep, cancer, suicide prevention, and mental health. These are delivered through targeted activities and webinars, reinforcing the strong relationship between physical and mental health.

In addition, employees are supported through our enhanced Employee Assistance Programme (EAP), ensuring access to confidential advice and guidance when needed. Our colleagues can self-refer and refer each other, providing accessibility to support without having to make the first move. Oversight from the Health and Wellbeing Committee ensures a structured, strategic approach, with ongoing monitoring and continuous improvement. Together, these initiatives demonstrate our commitment to treating mental and physical health with equal importance, and to creating a healthier and more resilient workforce.

GirlsGetSET, an international programme in the UK, US and Italy, is aimed at schoolgirls aged 11-14, offering science, engineering and technology-related activities run over an academic year. Partnering with local schools, Port Talbot and Building Systems UK hosted STEM activities, culminating in the girls receiving a Bronze Industrial Cadet Award. The combined teams hosted a masterclass on 'the journey of steel from Port Talbot to Shotton and into the buildings around us' that was viewed by over 500 girls across the UK live on Teams and later on YouTube.



Our communities

From Port Talbot to Trostre, and Wolverhampton to Hartlepool, Tata Steel UK is embedded in its local communities. We endeavour to hold activities, events and provide support across all of our sites.

Our long-standing community engagement programme reaches hundreds of thousands of lives each year, across all of our sites, led by our core values: health and wellbeing, environment and education.

As we transform our UK business, our commitment to our local communities remains central to our values.

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

Jamsetji Tata,
founder



Richard Burton 10K

Tata Steel UK was again the proud sponsor of the Richard Burton 10k in 2025. Over 3,000 runners crossed the start line, including local MP Stephen Kinnock and hundreds of Tata Steel employees, raising an incredible £60,000 for local causes.



Flour power

Colleagues at sites across the UK including Port Talbot, Corby, Lisburn, Shotton, Llanwern, Hartlepool, Trostre and Catnic held bake-offs, cake sales and raffles to raise money for Macmillan Cancer Support.

Kids of Steel

Kids of Steel returned to our Shotton and Corby sites in 2025, introducing over 2,300 children from across the regions to swimming, running and cycling. Hundreds of our employees and contractors, including senior managers, volunteered across the two events to make the programme a success with the pupils, teachers and our wider stakeholders.





Wizards League

The Aberavon Wizards League provides barrier-free access to sport for every primary school in Neath Port Talbot. As sponsor, Tata Steel UK covers all costs, including kit and travel – allowing Year Six students to get involved in organised rugby and netball, many for the first time.



Llanelli Half Marathon

In February 2026, the Tata Steel UK Llanelli Half Marathon began at our Trostre site for the first time. The race saw over 2,000 people run across the scenic West Wales coastal path, raising tens of thousands of pounds for charities in the process.



Newport Dragons

Since 2012, we have partnered with one of Wales' four professional rugby teams, the Newport Dragons, to provide rugby skills camps over every school holiday in Wales. Reaching over 600 children annually, the activity teaches young people the importance of teamwork and healthy, active living. This activity culminates in the Tata Steel tag rugby finals, with the winners presented the trophy by our Llanwern Works Manager Craig Phillips.

Corby Wombles

Team members from Corby rolled up their sleeves and volunteered to spend two days tackling litter along a main road near the site.



Neath Port Talbot Citizens Awards

Each year, as headline sponsor, we work with Neath Port Talbot Council to celebrate and honour the unsung heroes within the local community.

This year's Contribution to Charity award was presented to Charlotte Moses, in recognition of her exceptional fundraising efforts in memory of her sister, Meg, who passed away at the age of 29.

Support throughout our transformation

As we progress our transformation, communicating key developments to our local stakeholders and supporting our people is critical. Without the support of our communities and people, the biggest change in UK steelmaking in decades would not be possible.



Groundbreaking ceremony for new pickle line, October 2025.

Staying connected

- **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.
- **Political engagement** – we continue to engage closely with key political stakeholders from across Wales and the UK. Regular site visits provide an opportunity to raise awareness and shape the future of public policy, from energy costs and trade measures to public procurement and skills.

Port Talbot Transition Board

Established in October 2023, the Port Talbot Transition Board supports people, businesses, and communities through our transformation. Backed by £120 million (£100 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 – Programme for Wales

Launched in 2024, the UKSE Support Programme for Wales was established to support businesses and individuals affected by the transition within the steel sector.

The programme has already exceeded expectations, creating and safeguarding around 520 jobs for former steelworkers and the wider workforce.

In its first phase, UKSE delivered loans and grants to 106 businesses across Wales, including 50 start-ups, with a clear focus on generating long-term employment and economic resilience.

Particular emphasis was placed on supporting individuals transitioning from the steel industry into new business ventures and sectors. One example is Coffi Portablo, an independent coffee venue in Aberavon Shopping Centre founded by former Port Talbot steelworkers, reflecting the entrepreneurial ambition emerging across our communities.

STEEL IN SOCIETY

It would be difficult to imagine a world without steel.

Steel is a fundamental material for a modern society. Multi-functional and adaptable, it is essential for transportation systems, infrastructure, housing and manufacturing as well as water, food and energy supply systems.

The foundation of a low carbon economy

Steel is needed for renewable energy technologies, low-CO₂ transportation, infrastructure schemes for large-scale hydrogen production and distribution, and carbon capture, usage and storage. It is needed to power electric vehicles, to create sustainable buildings and to deliver essential infrastructure projects. Recognising that the steelmaking process itself creates substantial CO₂ emissions, we made a commitment to achieving carbon neutral steelmaking by 2045. Our transition to EAF steelmaking will achieve at least a 90% reduction in Scope 1 CO₂ emissions by 2030 for the Port Talbot site.

We have endorsed the Steel Standard Principles, a global framework aimed at aligning and harmonising emissions measurement methodologies in the steel industry.

In 2025 we co-led a Life Cycle Assessment Regulatory Science and Innovation Network, which brings together UK industry experts, academics and policymakers to drive harmonisation in sustainability.

Steel in the circular economy

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, the use of precision-pressed tailor-welded blanks reduces the number of parts to be tooled, as well as enhancing yield and reducing waste.

Reuse

We can provide our construction steel with accompanying data, enabling future users to access information about the material's grade and chemical composition, and allowing it to be reused or recycled.

Recycle

Steel is the most recycled material in the world. Its magnetic properties make it easily recoverable from the waste stream. In 2024 the UK recycling rate for packaging steel hit an all-time high of 86.4%. After our transition to EAF steelmaking, Tata Steel UK will recycle 2-2.5 million tonnes of scrap steel per year – material which would otherwise be exported – which will make us the country's largest steel recycler as we convert UK-generated scrap into new steel products.



Tata Steel is one of the founding signatories to **Circularity in Practice**, a drive to promote circular solutions in British business inspired by King Charles. The initiative has brought together over 100 organisations from a wide range of industries to share best practices on reuse, refurbishment and remanufacture.

OUR PRODUCTS

We are working with our customers to innovate low emissions solutions for our products.

Our customers' expectations continue to evolve. Increasingly, they are looking beyond the quality and reliability of our products to understand how we are managing our environmental impact, setting clear sustainability ambitions and delivering

meaningful progress. As a trusted supplier to customers across a diverse range of established markets, we recognise the important role we play in supporting their own sustainability goals. While our transition to EAF steelmaking is progressing, we continue to

advance a broad programme of sustainability initiatives and operational improvements. These actions are helping to reduce our environmental footprint, strengthen our business and prepare us to deliver lower-carbon steel for the future.

Optemis® Carbon Lite

Optemis® Carbon Lite is a carbon insetting scheme that allows Tata Steel UK to pass on achieved CO₂ emissions savings made in our operations and within the supply chain directly to our customers. Using the 'mass balance' approach, it enables CO₂ reductions to be realised immediately. CO₂ savings made within the boundary of our operations are attributed to Carbon Lite credits. It is third-party verified and supported by several international standards: the Greenhouse Gas (GHG) Protocol for Project Accounting standard, and the worldsteel LCI Chain of Custody guidelines.

EPDs

Tata Steel was the world's first steel manufacturer to operate an EPD programme. An EPD is a recognised method of describing a product's whole life impact, backed by international standards. 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.

This transparency of product environmental data enables customers to make optimum

decisions about resources – and demonstrates the sustainability of steel and our steel products.

Product-specific EPDs, along with BES 6001 responsible sourcing certification, enables our construction customers to accrue points under building certification schemes such as LEED and BREEAM on their building projects.

Altogether we have 71 active EPDs produced for our construction sector customers. This year has seen the creation of a new five-year third party verified EPD model for envelope and structural products.

Electrical steels

Advanced electrical steels enable more efficient, compact and high-performance electric motors and generators.

By supplying ultra-thin, low loss materials along with expert design and engineering support, we help customers optimise performance, reduce energy consumption and lower total system costs. These solutions play a vital role in accelerating electrification

across sectors such as transport and industry, supporting the development of lighter, more energy efficient technologies and contributing to reduced emissions and a more sustainable, low carbon society.



Construction

Our responsibly-sourced construction products inspire innovative designs, lasting structures and energy-efficient buildings.

This year saw the 20th anniversary of Confidex Sustain® – a certified CarbonNeutral® product guarantee in accordance with The CarbonNeutral Protocol which provides a fully transparent and best-practice framework for carbon neutral claims. Since the launch of Confidex Sustain®, residual emissions of the

Colorcoat® products have been addressed through high-quality carbon credits from projects, verified to internationally recognised standards including Gold Standard (GS), Verified Carbon Standard (VCS), and historically, the UN Clean Development Mechanism (UN CDM). These standards have long been recognised

within the voluntary carbon market, including through International Carbon Reduction Offsets Alliance (ICROA's) Code of Best Practice, available through Colorcoat® supply chain partners in the UK.



Trisobuild® roof and wall cladding provides high-performance building envelope with excellent fire, acoustic and thermal performance along with long-term durability.



We supply our key UK tubes conveyance products INSTALL PLUS 235 and INLINE 265 to district heating projects helping to offer a low carbon solution for housing.



The environmental demands on building projects are increasing with hotter climates, while the challenge of cooling building interiors is more prevalent. We now offer Colorcoat Prisma® in a limited choice of four colours with an improved Solar Reflectance Index (SRI) rating compared to the standard version of the shades.

Case study: Aldermanbury Square, Central London

Environmental considerations were at the heart of this new development, and Building Systems UK, working with the client and the designers, identified opportunities to reduce the project's embodied carbon by 36% from the initial design.

35,000m² of our ComFlor® composite steel floor decking was specified with Optimis® Carbon Lite, a certificate-based steel solution which offers a lower CO₂ intensity through the supply chain, contributing to an 85% reduction in Scope 3 emissions for the ComFlor® decking.



Case study: Luton Airport

In October 2023, London Luton Airport experienced a major fire in its multi-storey Terminal 2 car park. During a complex project to deliver the safe and efficient replacement of the facility while ensuring minimal disruption to airport operations, Building Systems UK were part of the project team. We were able to introduce innovative technologies to improve installation

efficiency, performance, and lifecycle value: ComFlor® 80 composite steel decking system featuring precision crimped closed ends and the advanced MagiZinc® 310 coating. The factory-formed closed ends sealing the decking troughs prevents concrete leakage during slab construction, eliminating the need for traditional on-site foam fillers or individual end caps, with the benefit of faster and more

efficient installation, as well as reduced on-site labour and resource use. The MagiZinc® 310 coating, an advanced zinc-magnesium-aluminium metallic coating provides enhanced corrosion resistance and durability compared with standard galvanised coatings, helping to extend the expected service life of the structure while reducing long-term maintenance requirements.



Customer Legrand presented Tata Steel Distribution UK & Ireland with its CSR award for CO₂ Reduction, recognising the proactive steps we have taken to align our decarbonisation roadmap and deliver a low emissions steel offering ahead of schedule, fully supporting Legrand's CO₂ and recycling strategy.

Shown, left, Sales Manager Richard Downs collecting the award at Legrand's global supplier conference.

Right: a data tray made by Legrand.

Packaging

Our Electrifying Packaging Steel campaign continued as we communicated to major brands and retailers the possibilities that our EAF-produced steel will offer in terms of low CO₂, high recycled content in comparison to plastic, cartons, paper etc. We have run multiple external EAF trials in Trostre and supplied material for customer trials.

ADAPT EAF, a research initiative aimed at accelerating the development of a new generation of steel products has begun projects in packaging as well as automotive.

Trostre achieved accreditation from SMETA (Sedex Members Ethical Trade Audit), one of the world's leading ethical assessment standards. This enables our customers to have clear visibility of our sustainability and sustainability data.



Automotive

In 2025-26 we supplied automakers such as BMW, VW, Nissan and Stellantis Group. We are seen a strategic sustainability partner by customers including BMW, Gestamp, Gonvarri. It's an exciting time in the automotive market, as traceability, recyclability, and CO₂ pricing mechanisms are increasingly required. Our future low emission EAF-made steel is now central to every major customer negotiation. We have also continued engagement with customers on scrap circularity.



Renewable energy

SolarSeam is a fully integrated renewable technology, bonding high performance photovoltaic laminates directly on to standing seam panels to create a low profile, lightweight solar roofing solution.

By eliminating the need for traditional framed panels, SolarSeam cuts installation time, improves aesthetics for residential and light

commercial buildings, and delivers strong performance even in diffuse light, operating effectively from roof pitches as low as 5°.



At Pemberton coastal social housing development, SolarSeam is being installed across 70 homes.

Innovation in wind power

We have secured funding from the Welsh Government to support a major collaborative project to develop next-generation sustainable wind turbine towers made from UK steel.

The funding, provided through the Welsh Government's SMART Flexible Innovation Support programme, will enable our teams to work alongside key partners including Offshore Renewable Energy Catapult (OREC), Bute Energy, RWE, Hutchinson Engineering, and Ledwood Mechanical Engineering. The research will explore how strip-based steel solutions can be used to manufacture wind turbine towers: an approach

that differs from the traditional plate-based construction method used across the industry today. These new designs could open the door to new commercial opportunities for UK-produced low-emission steels, including steel from Port Talbot. The project will also assess how Welsh and UK supply chains can support the growing demand for offshore wind infrastructure, an essential part of the UK's journey to net zero.



New product development

The transition to EAF-based production is enabling us to strengthen our product development capability and create the foundation for a new generation of lower CO₂ steel products.

We are working closely with customers, research teams and supply chain partners to understand future market requirements, qualify EAF-produced steel grades and ensure that product performance, quality and consistency meet the demands of key sectors, by building new metallurgical, process and commercial capabilities to support product development. We aim to bring new EAF-based steel products to market via a phased programme of product launches from 2027 onward, supporting both customer decarbonisation ambitions and the UK's transition to a more circular, low-carbon steel economy.



RESPONSIBLE SOURCING

Achieving our ambition of being the global steel industry benchmark for value creation and corporate citizenship requires the consistent application of sustainable business practices across the entire value chain.

We have established a comprehensive policy framework that defines its commitments to employees, customers, communities and the environment. Our Sustainability Policy commits us to contributing positively to sustainable development through our products, services and business activities. This includes sustainable practices within the supply chain, where it is underpinned by a suite of supporting policies, standards, codes of conduct and guidance documents, which translate high-level commitments into clear operational expectations.

Responsible Procurement Policy

The Responsible Procurement Policy outlines how sustainability principles are embedded within sourcing activities. The policy is informed by the OECD Guidelines for Multinational Enterprises, promoting supply chain transparency, compliance with applicable laws and standards, and a culture of continuous improvement. This approach ensures that Tata Steel UK procures goods and services responsibly, supported by systematic and ongoing evaluation of its supply chain.

Policy refresh

In 2025-6, we further strengthened our approach to responsible sourcing to reflect the organisation's evolving sustainability priorities and reinforce expectations placed on suppliers. The Responsible Sourcing Policy was refreshed, and the team played a central role in developing and launching the Modern Slavery Policy. Approximately 2,500 suppliers were engaged and asked to formally acknowledge these policies. This engagement extended

beyond compliance, providing an opportunity to reinforce shared values and promote alignment with Tata Steel UK's standards of ethical conduct, transparency and sustainability.

These policies apply to all suppliers and are structured around five core ESG principles:

- Health and safety
- Ethical business conduct
- Environmental stewardship
- Human rights, including the prevention of modern slavery
- Community impact

Together, these principles establish clear expectations for suppliers to operate responsibly and sustainably.

Supplier engagement

During the supplier onboarding process, organisations are required to confirm compliance with these policies alongside the Supplier Code of Conduct, setting a clear foundation for ethical and transparent partnerships. Where potential risks are identified, additional due diligence and evaluation are undertaken to safeguard supply chain integrity.

Throughout the year we continued to strengthen policy implementation through targeted supplier engagement, enhancing awareness, accountability and alignment across the supplier base.

Looking ahead to 2026-7, we will further enhance supply chain governance through a structured, risk-based approach to ongoing due diligence and supplier evaluation. The

introduction of a new vendor qualification system will ensure both new and existing suppliers meet evolving policy requirements.

We have committed to continuously strengthening and refining our supply chain, moving beyond compliance to build a resilient, transparent and responsible supplier network that supports long-term sustainable business practices and value creation.

We undertake due diligence 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. We require documentary evidence of compliance with this policy.

ENVIRONMENTAL PROTECTION

We fulfil our commitment to environmental protection, prevention of pollution, legal and other compliance obligations, through the framework of the international standard ISO 14001:2015, and the continual improvement of our Environmental Management System.



Environmental considerations are embedded within our organisational strategy, decision-making and business processes through clear leadership and governance. At the core is our Environmental Management System (EMS) which enables us to effectively manage all aspects of our activities with respect to the environment and minimise their impact. Identifying and maintaining compliance with environmental legislation, permits and other requirements, we regularly evaluate our compliance status to inform operational controls, objectives and management review. Using a risk based approach and life cycle perspective to identify

and assess environmental impacts, risks and opportunities associated with our activities, products and services, we ensure that environmental considerations are addressed from the design and sourcing of materials through to manufacture, use and end of life.

We prevent pollution and minimise adverse environmental impacts through effective operational planning and control, safe systems of work, responsible management of resources and materials, and preparedness for environmental emergencies. Controls, proportionate to risk, are reviewed regularly to ensure their continued effectiveness.

We drive continual improvement through measurable environmental objectives aligned to strategic priorities, and the monitoring, measuring and evaluation of performance.

Everyone who works for or on behalf of the organisation is aware of their environmental responsibilities. We communicate accurate, transparent and timely environmental information internally and externally to support engagement, accountability and trust with our stakeholders.

Key highlights:

Sustained certification and product assurance

ISO 14001 certification has been retained across all UK sites, with BES 6001 maintained at a 'Very Good' rating for all products, demonstrating continued maturity of environmental management systems and responsible sourcing credentials.

Compliance and risk management

A standardised legal compliance assessment process has been deployed across all operations, strengthening consistency, transparency, and assurance in regulatory adherence.

Strategic planning and future alignment

Completion of an ISO-aligned UK-wide context and management review, providing a clear view of risks and opportunities. Outputs are directly informing the 2026-7 plan and 5-year strategic roadmap.

Regulatory engagement

Ongoing, proactive engagement with environmental regulators continues to reinforce trusted relationships and provides confidence in operational control and compliance performance.

Group level collaboration

We have seen enhanced strategic engagement with the wider Tata Steel Group, enabling coordinated, group-wide responses to key operational and environmental challenges.

EAF transition

Environmental requirements have been embedded into the EAF transition plan, ensuring risks are identified early and controls are clearly defined and managed. This includes associated projects such as the new pickle line and acid regeneration plant, where environmental considerations have been integrated into project planning and delivery, supporting a responsible and sustainable transition for the Port Talbot site.

Waste

Continued progress on an enterprise-wide roadmap to achieve zero waste to landfill by 2030, aligned with the Project Aalingana commitment (see page 30).



Dr Henrick Adam collecting the Steel Sustainability Champion award for the ninth year.

Climate change adaptation

Climate Change Risk Assessments were completed for sites in Wales during the reporting period, strengthening understanding of climate-related risks and opportunities. In future this approach will be extended to all UK sites, supporting a consistent approach to climate resilience and adaptation planning.

Ecology and biodiversity

Biodiversity management plans have been developed for priority UK operational sites, supporting broader environmental stewardship. A comprehensive programme has also been initiated to support the redevelopment of the Port Talbot site, encompassing habitat restoration, ecological land management, and the long-term protection of designated conservation areas. This is expected to deliver measurable biodiversity enhancements, improve habitat connectivity and water quality, and strengthen the environmental resilience of the surrounding landscape.

World Environment Day and Sustainability Month

Activities for World Environment Day 2025 began with a call from the senior leadership team. Engagement activities across the business included litter picks, employee ideas generation schemes and educational webinars on beating plastic pollution.

Tata Group companies have adopted the concept of **Aalingana**, a word meaning ‘embrace’. It encompasses three interconnected pillars aligned with its goals:

driving net zero

pioneering circular economies

preserving nature and biodiversity

These pillars are an integral part of our annual plan, and are embedded in our continuous improvement in relation to our environmental footprint.

Reducing carbon dioxide emissions

Under Aalingana, we have committed to achieving carbon neutrality by 2045. The transition to EAF steelmaking represents a massive step forward in this ambition. We also need to address emissions from downstream processes, such as from burning gas for re-heating, annealing, and curing, along with how to decarbonise logistics and upstream emissions, be it the emissions from lime-making, the production of pig iron, or the directly reduced iron that needs to be added to scrap in the EAF. There is a huge amount of work going on to map all the emissions associated with these activities and develop options for addressing them.

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 is to cut down on the consumption in the first place. Where that is not possible, it's important to recycle and recover materials after products come to the end of their lives.

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 the transition to EAF steelmaking is made, the 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 the contribution goes well beyond that. These products are strong, durable and flexible: attributes that help each tonne of steel to go further than a tonne of many of the materials that steel competes with. 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. We are working tirelessly to maximise the amount of finished product we can make from a given amount of input materials such as steel, zinc, tin and paint. We also focus on reducing the use of consumables such as oil and packaging, and eliminating waste generation on our sites. Under the banner of Aalingana, we aim to achieve 100% recovery of waste and process residues into circular routes by 2030–31.

Preserving and restoring nature

In a landscape which is increasingly built up and modified by human activity, where intensive agriculture, forestry, urbanisation and transportation networks have pushed wildlife to the margins, industrial premises can provide refuge and passage for a surprising diversity of natural species.

Tata Steel UK's 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 unmodified. From Shapfell to Lisburn, and 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 the organisation is finding a way to reconcile these two aims. Under the auspices of Project 'Aalingana', we committed publicly to having biodiversity management plans in place at all our operational sites by the end of March 2026. This was achieved.



Catnic has achieved a nearly **70%** reduction in total Scope 1 and 2 CO₂ emissions. First transitioning to 100% renewable electricity, delivering a 55% cut in emissions, it has now switched all internal transport to hydrotreated vegetable oil (HVO), securing a further 11% reduction.

Biodiversity management plans



As part of the major redevelopments at Port Talbot, we aim to protect and even enhance biodiversity over the extensive 700-acre landscape. A detailed plan has been developed 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.



Trostre has continued its partnership with the Wildlife and Wetland Trust (WWT), with team visits to Slimbridge Wetland Centre. Trostre colleagues have also introduced another site, Catnic, to WWT. At Llanwern we have seen the return of the rare Marsh Harrier. Some of the chicks are pictured above. The nests were in secret locations on the site and remained under close supervision.



In March 2026, our Shotton site retained The Wildlife Trusts' Biodiversity Benchmark award for land management. It is the only site in Wales to hold this nationally recognised standard for commitment to biodiversity and responsible land management.



During the annual monitoring programme and chick-ringing activities carried out on the tern nesting rafts at Eyebrook Reservoir at our Corby site, the Leicestershire & Rutland Ornithological Society's monitoring survey proved highly successful, with a total of 34

Common Tern chicks and three Black-headed Gull chicks ringed. The results highlight the significant conservation value of the artificial nesting rafts, which provide vital breeding habitat for these migratory birds.

At Shapfell we continued our long-term plans for restoration of the quarry and enhancing biodiversity across the site. In spring 2026 we planted a further 230 trees, using 10 different varieties which replicate the area's historic species and provide a high carbon uptake. We also engaged licensed experts to undertake a survey of the great crested newt population on our site.



LEADERSHIP AND GOVERNANCE

As a Tata Group company, Tata Steel UK embraces the core values (Pioneering, Responsibility, Excellence, Unity, Integrity) that underpin the Tata Group vision and code of conduct.

The Tata Group, a global enterprise headquartered in India, has 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'. All companies within the Group are encouraged to address climate change through the Tata Business Excellence Model (TBEM). All Tata Group companies and employees are required to abide by the Tata Code of Conduct, which provides a framework for achieving the highest ethical standards in all business activities.

Parent company

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.

Policy framework

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. All policies within the framework have undergone a review and update in the 2025-6, ensuring they remain in line with organisational requirements. These guiding principles are actively deployed through structured policies and practices, supported by a further set of standards, codes of practice,



CEO Rajesh Nair with (then) UK Business Secretary Peter Kyle.

guidelines, guidance documents and e-learning tools to translate policy into required actions.

Performance review

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.

Training

We operate a rolling programme of training in legal and commercial compliance which is mandatory for all senior managers and nominated individuals covering all sites within the Tata Steel UK Limited value chain.

Sanctions

Tata Steel UK operates a robust sanctions compliance framework which is embedded across all our operations. Having this

framework ensures safe navigation through an increasingly complex geopolitical environment across our commercial sales, procurement and logistics functions.

Compliance roadshow

In FY26, we held a roadshow of compliance workshops across our UK sites, offering two-way communication as well as knowledge building and support on various compliance topics. These were supplemented with targeted online training sessions to engage with relevant colleagues on important compliance topics such as data protection and competition law.

This has already had an impact on important procedures such as personal data breach reporting, with colleagues knowing when and how to escalate potential issues for quick remediation and has helped ensure the company continues diligently to follow best practices and show accountability for its corporate responsibilities. The roadshow and online workshops will continue into 2027.

Confidential reporting line

Tata Steel UK Limited operates a well-publicised confidential reporting line. Any reports that are received through the confidential reporting line are thoroughly investigated and appropriate actions taken.

Equal opportunities

Tata Steel UK Limited provides equal opportunities for all employees. (see People section for more detail)

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, www.tatasteeluk.com.

LOOKING AHEAD

Tata Steel's vision is to be the benchmark for value creation and corporate citizenship.

Our mission is to build a profitable and sustainable UK steel company that strengthens industrial supply chains, creates value, and supports communities through our people collaborating with partners to deliver differentiated, resource-efficient steel for a low-carbon future.

Annual plan

Following a comprehensive context review, our robust annual plan for 2026/27 has a suite of strategic objectives focusing on ensuring Tata Steel UK is a responsible business operating profitably and delivering the transition to EAF steelmaking, whilst also prioritising:

- customer centricity
- technological leadership
- leveraging digital and AI innovations
- becoming an employer of choice, and
- maintaining financial prudence.

CBAM

The EU has introduced a carbon border adjustment mechanism (CBAM), which, from 1 January 2026, entered its definitive phase (moving beyond reporting-only obligations). The UK has confirmed that it will implement a UK CBAM from 1 January 2027.

Tata Steel UK is supportive in principle of CBAMs, although we believe continued attention is required to ensure these mechanisms have the intended effect of incentivising rapid decarbonisation amongst EU and UK steelmakers. The level playing field between the EU and UK on carbon costs must also be preserved. Key to this will be increasing the scope of the EU and UK schemes to include steel in imported goods.

In May 2025, the UK and EU announced an intention to work towards closer co-operation on emissions through linking their respective Emissions Trading Systems, including a mutual exemption from the EU and UK CBAMs. Since then, the EU Council has authorised the European Commission to open negotiations

with the UK on ETS linking; any mutual CBAM exemptions would apply once a linking agreement is concluded and in force.

In 2027 we will continue to support the implementation of CBAM, working with our supply chain partners, customers and stakeholders to ensure all requirements are met.

Trade measures

In March 2026, the UK Government published its Steel Strategy, reinforcing its intent to support a competitive, resilient domestic steel sector, including measures to stimulate demand and address trade-related pressures. In both the UK and EU, new trade measures have been introduced to address global overcapacity, replacing the existing safeguards. These changes are intended to restore to a level playing field by reducing the current import quotas by over half and doubling the out-of-quota tariffs.

TBEM

The Tata Business Excellence Model (TBEM) is the Tata Group's comprehensive framework for organisational excellence. As a member of the wider Tata Steel family, Tata Steel UK actively participates in this rigorous assessment and improvement journey. Our involvement in the process is a crucial part of our commitment to continuous improvement and achieving world-class standards. The TBEM helps us benchmark our performance against global best practices across various aspects of our business. Our engagement in the four-yearly assessment, taking place in 2026, ensures that our strategic objectives, operational efficiencies, customer focus, and financial prudence are not only aligned with the Group's vision but also continuously refined to build a truly sustainable UK steel company. Through TBEM, we gain valuable insights that drive our progress, helping us on our path to a low-carbon future and cementing our position as an employer of choice.

The horizon to 2045

As our strategic plans have developed, we have accelerated our ambition to achieve carbon neutrality in steelmaking and are now targeting 2045. This commitment aligns directly with Tata Steel's overarching sustainability initiative, Project Aalingana.

We are committed to reducing our emissions, with the ambition of achieving CO₂-neutral steelmaking by 2045 and achieving a greater than 50% reduction in CO₂ emissions by 2030 (compared to BF/BOS operations).

Our transition to Electric Arc Furnace (EAF) steelmaking represents a pivotal advancement in our carbon neutrality strategy, enabling us to confidently achieve our ambitious 2030 targets. To further cement our commitment to carbon neutrality by 2045, we are developing plans to enhance our processes with a range of measures, including integrating low CO₂ metallics and renewable carbon as inputs for our EAF operations; collaborating with supply partners to secure lower carbon footprint materials, such as ferro-alloys and coatings like zinc; leveraging the energy transition by migrating to cleaner, lower CO₂ energy sources across our steel mills and downstream processes; and rigorously investigating opportunities for carbon capture, utilisation, and storage (CCUS) technologies.

As we have seen in this document, steel undeniably has an indispensable role in a net-zero future. It underpins critical developments such as renewable energy infrastructure, electric vehicles, and sustainable building solutions.

The transition to net-zero carbon steelmaking is a monumental undertaking. Yet, with our long-standing track record of responsible problem-solving, our company is uniquely positioned to champion steel's essential role in achieving society's low-carbon aspirations.

KEY PERFORMANCE DATA

Tata Steel UK

Key Performance Indicator	Units	FY22	FY23	FY24	FY25	FY26
Production						
Processed Hot Rolled Coil (HRC) ¹	million tonnes	3.29	2.86	2.89	2.62	2.26
Climate change						
Absolute GHG emissions – Scope 1	million tonnes	6.9	6.1	5.9	2.4	0.3
Absolute GHG emissions – Scope 2 ²	million tonnes	0.2	0.1	0.1	0.1	0.1
Absolute GHG emissions – Scope 3	million tonnes	1.8	1.7	1.8	4.4	5.9
Total absolute GHG emissions (Scope 1+2+3) ³	million tonnes	8.8	7.9	7.8	7.0	6.3
CO ₂ intensity (by processed HRC) ^{4,5}	t/tHRC	2.69	2.76	2.70	2.67	2.80
CO ₂ emissions – (audited UK ETS emissions) ⁶	million tonnes	6.99	6.00	6.03	3.71	0.32
Specific energy consumption	GJ/tHRC	24.2	25.1	24.6	13.3	4.7
Total energy consumption ⁷	TJ	79,540	71,564	70,938	34,844	10,621
Total renewable energy consumption	TJ	171	334	328	312	197
% of total energy consumption from renewable sources	%	0.2	0.5	0.5	0.9	1.9
Resources, emissions and waste						
TSUK absolute stack dust emissions ⁶	tonnes				1,008.0	3.9
TSUK stack dust intensity ⁶	kg/thousand tHRC				384.3	1.7
TSUK absolute stack SO _x emissions ⁶	tonnes				2,111.0	7.9
TSUK stack SO _x intensity ⁶	kg/thousand tHRC				804.9	3.5
TSUK absolute stack NO _x emissions ⁶	tonnes				1,976	379
TSUK stack NO _x intensity ⁶	kg/thousand tHRC				753	168
Total weight of air pollutants ⁶	tonnes				5,095	391
Solid waste generated ⁸	thousand tonnes	111	314	1,547	659 ⁹	298 ⁹
Solid waste utilised ⁸	thousand tonnes	85	308	1,540	651 ⁹	279 ⁹
Solid waste sent to landfill/incineration ⁸	thousand tonnes	7	6	6	8 ⁹	19 ⁹
Solid waste utilisation ⁸	%	76	98	>99	99 ⁹	94 ⁹
Total hazardous waste	thousand tonnes				48	39
Total non-hazardous waste	thousand tonnes				642	287
Total mass of waste recovered	thousand tonnes				681	326
Fresh water abstracted ¹⁰	million m ³			39.4	34.2	27.5
Fresh water used in operations ¹⁰	million m ³			29.4	26.3	19.8
Specific fresh water use ¹⁰	m ³ /tHRC			10.2	10.0	8.8
Environmental complaints	#	207	458	683	195	46
% of relevant sites covered under biodiversity management plans	%	100	100	100	100	100
Health and safety						
Fatalities	#	0	1	0	0	1
Lost-time Injury Frequency Rate (LTIFR) - employee	per million hours worked	2.21	2.98	2.37	2.42	2.01
Lost-time Injury Frequency Rate (LTIFR) - contractor	per million hours worked	3.34	2.22	3.38	0.92	3.04
Lost-time Injury Frequency Rate (LTIFR) – Total	per million hours worked	2.47	2.81	2.65	1.97	2.39
Recordables (employees)	#	50	65	77	84	36
Recordables (contractors)	#	24	19	55	25	20
Recordables (total)	#	74	84	132	109	56
Sickness absence rate	%	4.9	5.0	5.4	5.2	5.1
Sites with safety management system (ISO45001)	%	27	27	27	36	46

People						
Nos. of employees	#	8,182	8,320	8,052	6,332	5,714
New employee hires	#	697	869	520	178	214
New employee hires by gender	#M/#F	648/49	747/122	459/61	157/21	399/60
Female employees in workforce	%	10.7	10.4	10.8	13.7	12.0
Female employees in management positions in workforce	%	14.2	18.2	18.4	20.3	21.3
Age break-up of the workforce (>50 years)	%		35.9	36.7	37.0	36.0
Average age		44	43	44	44	44
Employee turnover rate	%	6.6	6.5	6.9	24.8	14.2
Number of retirements	#	249	206	104	294	63
Number of hours worked	million hrs			12.5	11.4	9.8
Workforce covered through formal trade unions	%		56	57	48	45
Number of hours training per employee	hrs/employee	16.9	19.7	17.6	12.0	15.9
employees trained on environmental issues ¹¹	#			1,312	421	113
employees trained on diversity, discrimination and harassment ¹¹	#			175	85	3,197
employees trained on business ethics ¹¹	#			n/a	190	1,604
employees trained on Tata Code of Conduct ¹¹	#			815	1,847	750
% of staff development appraisal	%	37	74	82	0	0
Whistle blower cases received	#		23	21	17	13
Procurement						
% of inputs sourced sustainably ¹²				69	100	100
% of targeted suppliers that have signed the sustainable procurement code of conduct ¹²				69	100	100
% of targeted suppliers with contracts that include clauses on environmental, labour and human rights requirements ¹²				74	100	100
CSR						
Number of applications for in-kind support received	#	69	185	11	12	20
Number of applications for in-kind support approved	#	44	58	9	10	9
Number of youngsters attending Tata Kids of Steel events	#	0 ¹³	2,214	2,284	1,074	2,500
Number of Tata Kids of Steel events	#	0 ¹³	2	2	1	2

NOTES

- 1 Reporting processed hot rolled coil (HRC) in order to reflect our production and CO₂ levels while TSUK makes the transition to EAF steelmaking, as this is a more suitable metric.
- 2 Based on location based emission factors.
- 3 Absolute CO₂ emissions: Covers all TSUK operations using GHG protocol, scopes 1 + 2 + 3 (relevant upstream only).
- 4 CO₂ emissions intensity: absolute CO₂ emissions divided by the tonnes of hot rolled coil processed in TSUK operations.
- 5 TSUK ceased to use the worldsteel CO₂ 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 CO₂ 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 CO₂ (albeit expressed as a CO₂ 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 CO₂e intensity has remained stable.
- 6 These data relate to calendar years (i.e the figure in column FY2022/2023 is for calendar year 2022 etc.).
- 7 Energy for all UK operations, includes fuels and electricity (primary electricity, which includes upstream generation and transmission according to worldsteel factors).
- 8 These data relate only to the primary steelmaking operation at Port Talbot except where stated otherwise.
- 9 Solid waste data for FY25 onwards is representative of UK operations.
- 10 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.
- 11 Some trainings are new or only provided to a certain selection of employees, and all trainings are refreshed and reassigned after a period.
- 12 Covers Tata Steel UK General Procurement, large proportions of procured materials are controlled strategically at Group level.
- 13 As a result of Covid restrictions it was not possible to run Tata Kids of Steel events during FY2021/22.

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