



Sustainability Report 2024.

Executive Summary.



A message from our President & CEO.



Max Koeune,
President & CEO

2024 has been marked by the hottest summer on record,¹ a rise in climate disasters, higher-for-longer inflation rates, and continued geopolitical tensions and trade fragmentation.

Against this complex and challenging backdrop, we see sustainability remaining firmly on the global business agenda, with 88% of consumers wanting companies to help them be more environmental and ethical.² This is given further force by the impact of global regulation, including a series of pivotal regulations which embed sustainability even further into the business landscape.

This very much reflects our position at McCain. Sustainability is at the heart of our purpose, and runs through our values as a family business. We aim to make a difference now and for generations to come. And while 2024 has come with challenges, we remain committed to the targets and actions set out across our sustainability strategy.

Through this strategy, we aim to help drive the transition to making our food and agricultural systems more sustainable and resilient. Agriculture is the driving force of our business and intersects with several of the United Nations' (UN) 17 Sustainable Development Goals (SDGs), from climate action, to zero hunger, to life on land. In addition, the UN's Food and Agriculture Organization (FAO) predicts that by 2050, we will need to produce 70% more food to feed a rapidly growing global population.³ Our commitment to partnering with farmers we work with to implement regenerative agriculture practices therefore sits at the heart of our approach, helping to improve the longer-term health of our farms by improving soil health, water quality, biodiversity and farm resilience to the impacts of climate change. It is bolstered by our efforts to reduce our climate impact, deliver simple, responsibly-sourced food, and support the communities where we operate.

Together with our partners, suppliers, and colleagues, we have made good progress across our commitments. I want to highlight some of the successes we have had this year. We are proud that 71% of our farmers' potato acres have now completed the first stage (Onboarding) of our Regenerative Agriculture Framework. We have continued to support our farmer partners on this journey, including through financial support packages and contracts designed to support farmers to transition to regenerative practices. We have also made notable progress on other pillars of our strategy. This includes increased water efficiency, reformulating key products to use more simple and

recognizable ingredients, and the opening of Community Shop, our new flagship community development project located in Eastfield, UK, which has already saved members a total of £1.4 million GBP on their shopping.

However, we also recognize the challenges we have faced. While we have reduced our Scope 1 and 2 emissions, one area where progress has been slower than we would have liked is on reducing our Scope 3 emissions. This is a crucial but challenging area due to the complexities of our agricultural supply chain. This will be a priority focus for us moving forward, and we have laid significant groundwork for action this year. As the first food and beverage company in Canada to set validated Science-Based Targets (SBTi) back in 2021, we remain committed to playing our part in reducing our environmental impact. To that end, we are in the process of strengthening our emissions targets in line with 1.5°C of global warming and the updated SBTi Forest, Land and Agriculture (FLAG) Guidance.

This year we also launched new leadership principles and practices for our organization. We know the world is changing around us, and we want to ensure we remain at the forefront of change, while preserving that which has made us successful so far. Our new principles are designed to do just that, enabling employees to learn and grow together and have a shared understanding of how we will achieve our strategy.

As we look forward to 2025, we know that we will face challenges, including those that are unforeseen. But sustainability commitments are woven throughout our company, and we remain steadfast in our commitment to delivering tangible change. We will also continue to work with our partners throughout our value chain to move forward, as it is through collaboration, as well as determination, that we will be able to unlock progress and the transformation to a more sustainable food system.

Our purpose & values.

Our purpose

We know the importance that food plays in people's lives – the power it has to bring people, families, and communities together. We also know that our consumers want food that is produced in a sustainable way.⁴ As a family business, we aim to make a difference today, tomorrow and for generations to come. Our purpose brings together all the things which we value as a company: *'Celebrating real connections through delicious, planet-friendly food.'*

For us, planet-friendly food means working to put agronomy at the forefront of all we do to support the development of healthier soils which, over time, leads to more sustainably sourced food. It means reducing our climate impact and improving the nutritional profile of our portfolio while also supporting the vitality of the communities in which we operate. Specifically, it means our efforts towards achieving these targets as set out in our [2024 Sustainability Report](#).

But we can't do this alone. We do this by succeeding together with our teams, our farmers, and our business and community partners around the world. Because we know that when we work and grow together, we succeed together.

Our values

McCain is proud to be a family-owned and values-driven company. Our values are integral to our culture, shaping how we operate, how we work together and the choices we make. They're a big part of what makes us unique.

Family

We know that nothing matters more in life than family. We take care of our business and each other like a family. Above all, the health and safety of our people always comes first.

Authentic

We're a diverse team of more than 22,000⁵ people across six continents who collaborate and drive for results together as ONE team. We're shaping an inclusive culture – a place where everyone can be themselves, have the courage to speak up, have their ideas heard, and feel that their contributions count.

Trusted

McCain is built on relationships and real connections with colleagues, farmers, customers, communities and beyond. We take accountability for driving results and show resilience in every situation.

Quality

From the food we make to the work we do, we take pride in delivering consistent quality every day. Because that's what leaders do.

**Celebrating real connections
through delicious, planet-
friendly food.**



**Be part of
our family**



**Be a trusted
partner**















**Be your
authentic self**



**Be committed
to quality**

Sustainability strategy.

For further information on each of our sustainability pillars, refer to the respective sections of our [2024 Sustainability Report](#) and to the associated [glossary terms](#).

Our Strong Foundations	Our Sustainability Pillars	Our Commitments	
<div>Safety</div> <div>Inclusion</div> <div>Ethics</div> <div>Employee Experience</div>	<div>Smart & Sustainable Farming</div> <div></div>	<div>2025</div> <div>Invest in three Farms of the Future to showcase regenerative practices by 2025</div> <div>Improve water use efficiency by 15% in water-stressed regions by 2025</div> <div>20% of all potato crops grown for McCain to use water-stress tolerant varieties by 2025</div>	<div>2030</div> <div>Implement regenerative agricultural practices across 100% of McCain potato acres by 2030</div> <div>25% reduction in GHG emissions per tonne from potato farming, storage, and freight by 2030</div> <div>Training, knowledge and technology transfer to farmers</div> <div>Developing research partnerships and leveraging collective action to advance regenerative agriculture</div>
	<div>Resource-Efficient Operations</div> <div></div>	<div>15% improvement in water use efficiency in seven priority plants by 2025</div> <div>Zero waste to landfill by 2025</div> <div>Cease use of coal by 2025</div> <div>100% of our packaging designed to be recyclable, reusable or compostable by 2025</div> <div>100% of our plastic packaging designed to be recyclable by 2025</div> <div>100% of our paper packaging designed to be recyclable by 2025</div>	<div>50% absolute reduction in GHG emissions (Scope 1 and 2) and 100% renewable electricity by 2030</div> <div>30% intensity reduction in GHG emissions (Scope 3) by 2030</div> <div>60% intensity reduction in GHG emissions (Scope 1 and 2) by 2030</div> <div>50% reduction in food waste intensity across McCain operations by 2030</div>
	<div>Good Food</div> <div></div>	<div>100% RSPO segregated palm oil used for McCain-owned products by 2025</div> <div>100% use of cage-free eggs by 2025</div> <div>15% reduction in sodium (sales-weighted average) in our McCain-branded potato and appetizer products by 2025</div>	<div>100% GFSI certification at all McCain-owned facilities and tier one supplier facilities</div> <div>Use simple ingredients that consumers recognize and expect</div> <div>Provide clear and transparent nutritional information</div>
	<div>Thriving Communities</div> <div></div>	<div>Donate 200 million meals to foodbanks and NGOs by 2025</div> <div>50,000 hours of employee volunteering by 2025</div> <div>Improve the livelihoods of 10,000 vulnerable farmers and families by 2025</div>	
Our alignment to the United Nations' Sustainable Development Goals (SDGs)		<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	

Smart & Sustainable Farming.

The agriculture sector contributes approximately 17%⁶ of greenhouse gas (GHG) emissions globally. It is also highly vulnerable to the impacts of climate change, with drought, extreme temperatures, and flooding impacting farmers' ability to grow food and remain competitive for the long term.

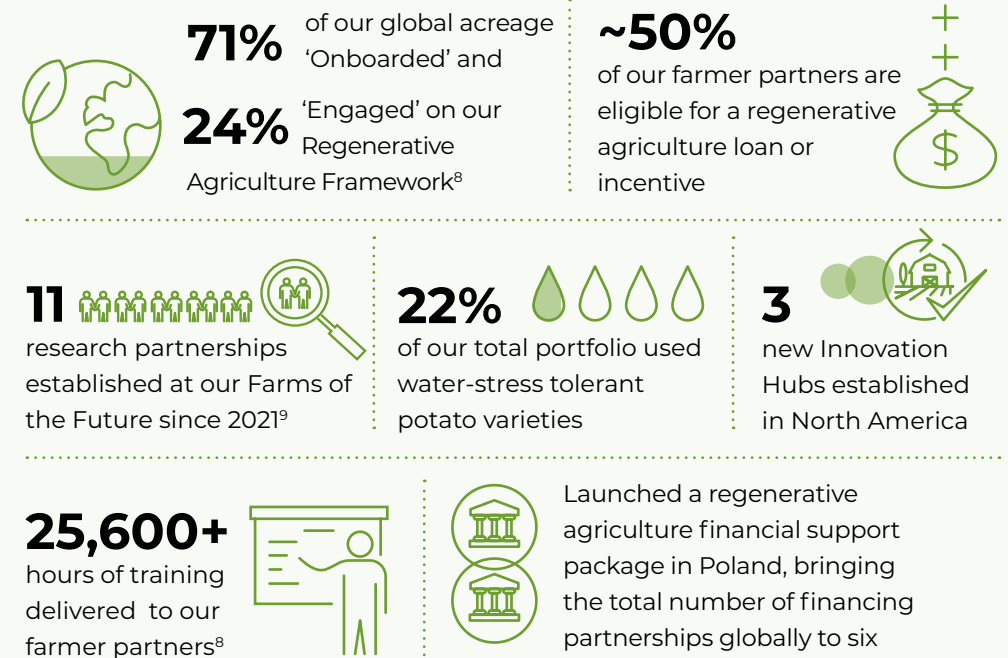
With our roots on the farm, we believe agriculture can, and must, be a core part of the solution. For us this starts with soil. Healthy soils help prevent floods, increase water retention capacity, protect against drought, and nourish the crops that feed us. This goes hand in hand with transforming the way we farm with our farming partners, working with our partners to optimize the use of water and agricultural inputs and to reduce emissions from our potato supply chain. Our Smart & Sustainable Farming pillar aims to help strengthen food and agricultural systems to support farmers in safeguarding their livelihoods.



Our approach to Smart & Sustainable Farming is defined by the following priorities which we aim to support:

- Accelerating the adoption of regenerative agricultural practices
- Promoting the efficient use of water
- Encouraging carbon reduction efforts to reduce on-farm climate impact over time

2024 Highlights⁷



Resource-Efficient Operations.

2024 was the hottest year on record, with new benchmarks set for greenhouse gas levels and surface temperatures while extreme weather volatility impacted millions of lives and caused significant economic loss.¹⁰

Our products are highly dependent on the natural world around us, and as a global business it is our responsibility to help address climate change. We do this by striving to use fewer natural resources and being efficient in our use of energy and water, while reducing our waste. In doing this, we can also reduce costs, allowing us to better support our customers who are feeling the effects of rising prices.

Operating in a resource-efficient way helps us increase food production while minimizing our environmental impact.



Our approach to Resource-Efficient Operations is driven by the following priorities which we aim to support:

- Mitigating our climate impact
- Promoting the efficient use of water
- Minimizing food waste and waste to landfill
- Increasing our use of more responsible packaging

2024 Highlights



23%
of total electrical energy consumption from renewable electricity¹¹

12%
absolute reduction in Scope 1 and 2 emissions since 2017¹¹



45,000
tonnes reduction in emissions in 2024 due to heat recovery implementation at our plants¹¹



20%
improvement in water use efficiency at priority plants since 2017¹¹



43%
reduction in water use intensity at our Waregem facility in Belgium through water recycling technology implementation



99% of paper packaging and
92% of plastic packaging designed to be recyclable¹²



9%
reduction in food waste intensity across operations since 2020¹¹

<1%
of total waste sent to landfill¹¹



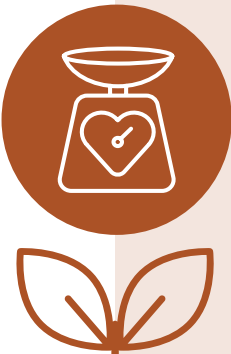
Good Food.

We believe food plays an important role in our lives, with the power to bring people, families, and communities together.

We're proud that our products are served every day in more than 160 countries around the world, and we want to keep delivering a range of products that provide delicious and nutritious options.

We also know that food is inextricably linked to the health of both people and the environment. The World Health Organization (WHO) is clear that a healthy diet is essential for good health and nutrition.¹³ This makes it particularly important that we optimize our product portfolio and source our ingredients in ways that drive positive change.

We're on a journey to deliver Good Food – food that's simple, responsible, and meets the needs of increasingly health and environment-conscious consumers.



Our approach to Good Food is shaped by the following priorities which we aim to support:

- Best in class food safety at our facilities
- Simple and recognizable ingredients
- Responsible sourcing of our key ingredients
- Improved nutritional profile of our portfolio
- Effective nutrition communication that encourages responsible consumption

2024 Highlights

98%

of McCain-owned facilities and tier 1 ingredient supplier facilities achieved GFSI-recognized certification¹⁴

6.5%

reduction in the sales-weighted average sodium in our McCain-branded appetizer products, since 2018

97%

of our eggs came from cage-free hens

Acquired B Corp certified Strong Roots to meet the rising demand for simple, plant-forward products

94%

of our McCain-branded portfolio complies with our Global Nutrition Policy, since implementation in 2023

Launched Medleys in Canada, a vegetable-forward side dish that meets or exceeds WHO nutrition criteria

100%

voluntary implementation maintained of Nutri-Score on all retail products in Germany, France, Belgium, Austria, Luxembourg, and the Netherlands and Health Star rating in Australia

Thriving Communities.

With more than 3,900 farmer partners around the world, and nearly all our facilities located in rural areas, we're often the largest employer in many places and we believe our business plays a critical role in shaping the fabric of local communities.

By understanding community needs and collaborating with local entities, we aim to create sustainable livelihoods for our farmer partners and their families while supporting the local economy more broadly. Our development projects, volunteering initiatives, and donations are also designed to help build local resilience, increase competitiveness, and support people in times of need.

We're a family-owned business and believe helping communities thrive by delivering meaningful local impact will support our success for generations to come.



Our approach to Thriving Communities is defined by the following priorities which we aim to support:

- Benefitting farmers and families through donations and volunteering
- Transforming livelihoods through community projects and partnerships

2024 Highlights



18 million
meals donated to food
banks and NGOs in 2024

24,000+
hours of employee
volunteering
completed in 2024



13,971 
vulnerable farmers and
families supported since 2018,
enabling us to reach our 2025
target one year early

1,262
community members
benefitted from our flagship
community project in the UK,
Community Shop, in its first year



25%+
increase in the income of
vulnerable farmers through
Project Utthan in India
through transition to high-
yield, short-term crops

Project Shakti recognized
among the top three
most impactful women
empowerment initiatives
at the 2024 Indian Social
Impact Awards

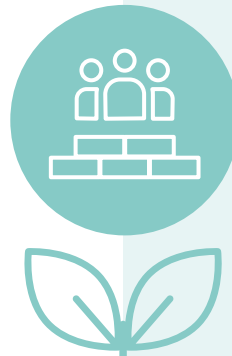


Strong Foundations.

At McCain, we know that having good people is the key ingredient to a great business and delicious, top-quality food.

Safety is our number one priority. We firmly believe that nothing is ever worth getting hurt for and that every one of us should be able to go home to our family and friends at the end of the working day. We want McCain to be a place where everyone feels safe and included, a place where we feel empowered to bring our authentic selves to work, and a place that nurtures everyone to grow and develop, while providing the security to live and work well.

As a family-owned business, we are founded on the understanding that 'good ethics is good business', whether that's in our operations and supply chain or through our work with business and community partners around the world.



Our approach to Strong Foundations is defined by the following priorities which we aim to support:

- **Safety** – If we can't do it safely, we simply don't do it
- **Ethics** – Doing the right thing
- **Inclusion** – Building a sense of belonging
- **Employee Experience**¹⁵ – Helping our employees to work and live well

2024 Highlights

0.52

total recordable incident rate in 2024, reduced from 0.69 in 2023



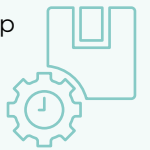
Conducted comprehensive safety assessment to understand employee perceptions and attitudes towards workplace safety



96%

employee certification and training completion of updated Code of Conduct

Implemented shift swap application to support flexible working at manufacturing sites



10,000+

hours of voluntary inclusion training delivered to employees



1000+







employees have completed our Great People Leader training since 2021



Performance tables.

On track ● Monitoring ● Needs attention ●

Pillar	Commitment	Status
 Smart & Sustainable Farming	Implementing regenerative agriculture practices across 100% of McCain potato acres by 2030 (baseline 2022)	●
	Investing in three Farms of the Future to showcase regenerative agriculture practices by 2025 (baseline 2020)	●
	Developing research partnerships and leveraging collective action to advance regenerative agriculture (baseline 2021)	●
	25% reduction in GHG emissions per tonne from potato farming, storage, and freight by 2030 (Scope 3)	●
	15% improvement in water use efficiency in water-stressed regions by 2025	●
	20% of all potato crops grown for McCain to use stress-tolerant varieties by 2025	●
	Training, technology and knowledge transfer to farmers (training hours baseline 2018)	●
 Resource-Efficient Operations	50% absolute reduction in GHG emissions (Scope 1 & 2) by 2030 (25% reduction by 2025)	●
	100% renewable electricity by 2030 (60% by 2025)	●
	Ceasing use of coal by 2025	●
	60% intensity reduction in GHG emissions (Scope 1 & 2) by 2030	●
	30% intensity reduction in GHG emissions (Scope 3) by 2030	●
	15% improvement in water use efficiency in seven priority plants by 2025	●
	Zero waste to landfill by 2025	●
	50% reduction in food waste intensity across operations by 2030 (baseline 2020)	●
	100% of our packaging designed to be recyclable, reusable or compostable by 2025	●
	100% of our plastic packaging designed to be recycled by 2025	●
	100% of our paper packaging designed to be recycled by 2025	●
 Good Food	100% RSPO segregated palm oil use for McCain-owned products by 2025 (baseline 2024)	●
	15% reduction in sodium (sales-weighted average) in our McCain-branded potato and appetizer products by 2025 (baseline 2018)	●
	Providing clear and transparent nutritional information (baseline 2020)	●
	100% use of cage-free eggs by 2025 (baseline 2021)	●
	100% Global Food Safety Initiative ("GFSI") certification at all McCain-owned facilities and tier one ingredient supplier facilities (tier one supplier facilities baseline 2022)	●
 Thriving Communities	Improving the livelihoods of 10,000 vulnerable farmers and families by 2025 (baseline 2018)	●
	Supporting farmers and families by donating 200 million meals to food banks and NGOs by 2025	●
	Supporting farmers & families with 50,000 hours of employee volunteering by 2025 (baseline 2022)	●

Endnotes.

1. [NASA confirms 2024 as the warmest year on record](#)
2. [Consumers want you to help them make a difference](#)
3. [Food and Agricultural Organization: Global agriculture towards 2050](#)
4. [Sustainable food trends will become center of the plate with modern consumers](#)
5. Includes Day & Ross and acquisitions that we have completed in the last 24 months.
6. [Climate Risks in the Agriculture Sector](#)
7. All data in this section refers to our crop year 2023.
8. Data is quantified based on farmer self-reporting and internal review.
9. Methodology for calculating the number of research partnerships and coalitions has been amended to increase data accuracy and clarity.
10. [World Meteorological Organization confirms 2024 as the warmest year on record](#)
11. Includes Forno de Minas and excludes CêlaVita (divested in 2024). Emissions, water and waste for 2017–2024 were re-calculated with Forno de Minas included and CêlaVita excluded, which resulted in changes to prior year reporting.
12. Excludes Ad van Geloven, Great American Snacks and Sérya. Plastic packaging data re-baselined because tape was excluded from scope. In alignment with industry standards and following consultation with the Ellen MacArthur Foundation, tape has been removed from scope and data from 2017 to 2024 has been re-baselined.
13. [World Health Organization: Healthy diet](#)
14. Excludes Lutosa and Van Geloven.
15. Formerly known as Security.



About this report

Our 2024 Sustainability Report and Executive Summary detail the global sustainability strategy, commitments, and performance against targets of McCain Foods Limited (we, our or McCain). Unless otherwise stated, reporting boundaries include subsidiaries owned or controlled by McCain, excluding our transportation subsidiary Day & Ross and acquisitions that we have completed within the last 24 months.

Our 2024 Sustainability Report and Executive Summary are for our fiscal year ended June 30, 2024 (2024). All years referenced throughout these reports refer to fiscal years, unless otherwise stated. All currency reported is in Canadian Dollars (CAD), unless otherwise stated.

For further detail, please see our full [2024 Sustainability Report](#). We welcome any feedback. Contact us at sustainability@mccain.com.