



Sustainability Report 2025.

GRI Content Index.

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McCain Foods Limited (“we”, “us”, “our” or “McCain”) has reported the information set out in this Global Reporting Initiative (“GRI”) Content Index, for the period from July 1, 2024 to June 30, 2025 (“2025”) with reference to the GRI Standards. The GRI Standards are a set of global standards that enable organizations to understand and report on their impacts on the economy, environment, and people in a comparable and credible way. This GRI Content Index provides an overview of the relevant GRI Standards for our most material topics and outlines where the information can be found. It has been prepared using the requirements and principles of ‘GRI 1: Foundation 2021’.

GRI No.	Disclosure Title	Response
General Disclosures		
2-1	Organizational details	McCain is a family-owned, private corporation existing under the laws of New Brunswick, Canada. The business of McCain is global in nature. See ‘Our business at a glance’ on page 4 of the 2025 Sustainability Report . The principal corporate office of McCain is located in Toronto, Ontario, Canada.
2-2	Entities included in the organization's sustainability reporting	Unless otherwise stated, reporting boundaries include subsidiaries owned or controlled by McCain excluding our transportation subsidiaries, Day & Ross, Inc., and Day & Ross USA, Inc., and its subsidiaries (collectively referred to as “Day & Ross”) and acquisitions that we have completed within the last 24 months.
2-3	Reporting period, frequency, and contact point	McCain follows an annual reporting cycle. This sustainability report is for the period July 1, 2024, to June 30, 2025, which is aligned to McCain’s financial reporting period. The 2025 Sustainability Report was published on February 3rd, 2026. If you have questions or comments about this report, please contact sustainability@mccain.com .
2-4	Restatements of information	Refer to Performance Table endnotes for details.
2-5	External assurance	The British Standards Institution (BSI) conducted a limited assurance assessment of our 2025 GHG emissions inventory and our alignment with ISO 14064-3: 2019 and ISO 14065: 2013. The latest statement is available here , along with previous limited assurance statements from 2017 – 2024. Additionally, McCain’s production facilities are externally assured by BSI to confirm they operate an Environmental Management System which complies with the requirements of ISO 14001:2015. The statement of assurance is available here .

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General Disclosures		
2-6	Activities, value chain, and other business relationships	McCain is a multinational leader in the frozen food industry, manufacturing quality products including French fries, appetizers, pizzas, vegetables, desserts, and prepared meals, which are sold in over 160 countries. See McCain's value chain in 'Our business at a glance' on page 4 of the 2025 Sustainability Report.
2-7	Employees	McCain employs over 23,000 people worldwide, of whom approximately 66% are male, 32% are female, and 2% are undeclared.¹ Further breakdowns by contract type, employment type, region, and gender are not reported at this time. Information not available.
2-8	Workers who are not employees	McCain uses temporary workers and subcontractors in our processing facilities. These workers and subcontractors are included in our Health & Safety data. See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on page 60 of the 2024 Sustainability Report.
2-9	Governance structure and composition	McCain is led by its Senior Leadership Team (consisting of McCain's Chief Executive Officer and senior officers of McCain and its subsidiaries who report directly to the Chief Executive Officer), with oversight being provided by the Board of Directors of McCain and the Board of Directors of McCain Foods Group Inc., a family holding company which owns all the common shares of McCain. The Directors of McCain include independent and outside Directors, members of the McCain family, and the Chief Executive Officer of McCain. See 'Governance' on pages 11–12 of the 2024 Sustainability Report. The new Director selection process for McCain is overseen by the Boards of Directors of McCain and McCain Foods Group Inc. Specialized external consultants are used to assist with this process.
2-10	Nomination and selection of the highest governance body	The following non-exhaustive factors are taken into consideration during the process: leadership experience, governance experience, diversity considerations, and experience related to areas such as consumer packaged goods and retail businesses, the food and agriculture sector, digital considerations, environment, social and governance experience, the industrial sector, supply chain and logistics considerations, and other areas.

1. Includes Day & Ross and acquisitions that we have completed in the last 24 months.

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General Disclosures		
2-11	Chair of the highest governance body	The Chairperson of the Board of Directors of McCain is not an executive officer of McCain Foods.
2-12	Role of the highest governance body in overseeing the management of impacts	For details of the role that the Board of Directors of McCain plays in overseeing the management of sustainability and organizational impacts, see 'Governance' on pages 11-12 of the 2024 Sustainability Report .
2-13	Delegation of responsibility for managing impacts	The Chief Executive Officer of McCain has accountability for sustainability at McCain, with oversight from the Safety & Sustainability Committee of the Board of Directors of McCain ("Safety & Sustainability Committee"). McCain's Global Sustainability Team reports directly to the VP External Affairs and Sustainability, who reports to the Chief Operations and Growth Officer, who reports to the Chief Executive Officer. McCain has established executive level leadership for each of the global sustainability strategy pillars. Sustainability performance is integrated into quarterly Senior Leadership Team meetings and reported to the Safety & Sustainability Committee at least three times per year.
2-14	Role of the highest governance body in sustainability reporting	The Chief Executive Officer reviews and approves McCain's Sustainability Report. McCain management provides regular updates on McCain's global sustainability strategy and reports to the Safety & Sustainability Committee, as noted above.
2-15	Conflicts of interest	Conflicts of interest, and the related expectations and requirements of McCain, are addressed in McCain's Code of Conduct. All potential conflicts of interest are required to be disclosed under the Code of Conduct. For Directors of McCain, any potential conflicts of interest are identified and appropriately addressed as part of the Director selection process or as they arise. For employees, there is an internal process to declare potential conflicts of interest. Potential conflicts are assessed and addressed, with input from appropriate internal stakeholders according to the nature of the conflict.

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General Disclosures		
2-16	Communication of critical concerns	Critical concerns about McCain's potential and actual negative impacts on stakeholders are raised through grievance mechanisms and other processes. McCain has several policies in place to support this, including the Code of Conduct, the Supplier Code of Conduct, the Global Human Rights Policy, the Global Environmental Policy, the Global Anti-Corruption Policy, and regional statements such as McCain's Canadian, UK, and Australian modern slavery statements. There are several internal and external channels available for reporting of concerns. These include reporting directly to management and to Compliance, Human Resources, or Legal personnel. Anonymous reports can be made directly to a dedicated compliance email address, as well as through an external website and call centre provider. Allegations are investigated by Human Resources, Legal, Compliance, or Internal Audit, as appropriate based on the nature of the allegation. Matters of critical concern are communicated to the Corporate Governance Committee of the Board of Directors of McCain. Refer to section 2–25 for an overview of McCain's grievance mechanisms and whistleblowing mechanisms.
2-17	Collective knowledge of the highest governance body	The experience and expertise of the Board of Directors of McCain as a whole includes specialist knowledge of sustainability and climate matters in the agriculture and food industries.
2-18	Evaluation of the performance of the highest governance body	The Board of Directors of McCain completes a self-evaluation process every other year. As part of the self-evaluation Directors consider and evaluate, among other things, overall Board and Committee effectiveness, functioning and communications, Board objectives, the expertise and skills of the Board as a whole, and Board succession considerations. This includes a review of the effectiveness of the Safety & Sustainability Committee against its mandate with respect to McCain's global sustainability strategy.
2-19	Remuneration policies	Employees' remuneration packages, including the Chief Executive Officer and other senior executives', include objectives and performance linked to McCain's global sustainability strategy. See 'Governance' on pages 11–12 of the 2024 Sustainability Report. The McCain Board compensation is determined through an external benchmarking process.

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General Disclosures		
2-20	Process to determine remuneration	The Human Resources Committee of the Board of Directors of McCain oversees the process for determining remuneration. The Senior Leadership Team's remuneration and annual incentive plan criteria is reviewed by this Committee of the Board. Employee and senior leadership remuneration packages are based on external benchmarking done by independent external remuneration consultants, as well as internal benchmarking. See 'Strong Foundations – Employee Experience' on page 42 of the 2025 Sustainability Report and pages 68–71 of the 2024 Sustainability Report.
2-21	Annual total compensation ratio	Information not available.
2-22	Statement on sustainable development strategy	McCain has identified and prioritized the most material issues that contribute to McCain's sustainable development. Our global sustainability strategy, priorities, and commitments, which are linked to the United Nations' Sustainable Development Goals ("UN SDGs"), are periodically reviewed to ensure they remain appropriate for changing contexts. For more information on our global sustainability strategy, see pages 5–6 of the 2025 Sustainability Report. For more information on McCain's materiality assessment process and stakeholder engagement, see pages 7–10 of the 2024 Sustainability Report, and for a view of our priorities and performance against commitments, see pages 6–7 of the 2025 Sustainability Report.

GRI No.	Disclosure Title	Response
General Disclosures		
2-23	Policy commitments for responsible business conduct and human rights	McCain is committed to responsible business conduct and has zero tolerance for human rights abuses. Our Code of Conduct sets expectations around responsible business conduct, including compliance with local laws and regulations. The Code of Conduct is read and acknowledged by employees when they join McCain, and adherence to the Code of Conduct is a condition of employment. Training and recertification are required each time the Code of Conduct is updated. In addition, all employees are required to participate in an annual recertification training. Our Supplier Code of Conduct outlines that suppliers must act in accordance with applicable law and international standards such as the core conventions of the International Labour Organization (“ILO”) and the United Nations Guiding Principles on Business and Human Rights. The Supplier Code of Conduct is incorporated into supplier contracts. Our Global Human Rights Policy outlines our commitment to respect human rights and the principles that guide our actions as we work to prevent, mitigate, or enable the remediation of any adverse human rights impacts we cause or to which we contribute. The Policy applies across McCain and to all our employees. Please refer to the Code of Conduct, the Supplier Code of Conduct, and the Global Human Rights Policy for more details, and see ‘Strong Foundations – Ethics & Human Rights’ on page 41 of the 2025 Sustainability Report and ‘Ethics’ on pages 63–64 of the 2024 Sustainability Report. These policies have been approved by the Chief Executive Officer.

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General Disclosures		
2-24	Embedding policy commitments for responsible business conduct	All employees and suppliers are made aware of the expectation that they will familiarize themselves with – and comply with – applicable policies including the Code of Conduct and Supplier Code of Conduct . Functions across the business, including in Human Resources, Procurement, and Agriculture, are responsible for embedding these commitments into the organization and supply chain. Training is provided to employees on McCain's policies.
2-25	Processes to remediate negative impacts	Stakeholders (internal and external) can raise grievances by reporting details to McCain management, including the Compliance Lead, Chief Legal Officer, or the Chief Executive Officer. Anonymous reporting to third parties can be made via a publicly available toll-free call centre or online portal – McCain EthicsPoint . Allegations are investigated by Human Resources, Legal, Compliance, or Internal Audit personnel, as appropriate based on the nature of the allegation. Corrective actions are taken when complaints are substantiated.
2-26	Mechanisms for seeking advice and raising concerns	There are several internal and external channels available for reporting of concerns related to noncompliance with the Code of Conduct . These include directly to management and to Compliance, Human Resources, or Legal personnel. Anonymous reports can be made directly to a dedicated compliance email address, as well as through an external, publicly available website and call centre provider. All reports received by the external service provider are reported to McCain's Director, Global Legal & Compliance, and are investigated as required. Refer to pages 35–37 of the Code of Conduct for more details. McCain has a strict no retaliation policy. Allegations are investigated by Human Resources, Legal, Compliance, or Internal Audit personnel, as appropriate based on the nature of the allegation. Corrective actions are taken when complaints are substantiated.
2-27	Compliance with laws and regulations	Information not available.

GRI No.	Disclosure Title	Response
General Disclosures		
2-28	Membership associations	See 'Partnerships and collaboration' on pages 13 and 77 of the 2024 Sustainability Report .
2-29	Approach to stakeholder engagement	For a description of our process for identifying relevant stakeholder groups and how we engage with them see 'Stakeholder engagement' on pages 9–10 of the 2024 Sustainability Report . Outcomes of this engagement have formed the basis of our global sustainability strategy, including the ongoing identification and monitoring of our most material sustainability risks and opportunities.
2-30	Collective bargaining agreements	Information not available.
GRI 101: Biodiversity		
3-3	Management approach disclosures	See 'Smart & Sustainable Farming' on pages 21–25 of the 2025 Sustainability Report and 'Accelerating the adoption of regenerative agricultural practices' in Smart & Sustainable Farming on pages 17–24 of the 2024 Sustainability Report .
GRI 205: Anti-Corruption		
3-3	Management approach disclosures	Refer to pages 28–29 of our Code of Conduct for an overview of how McCain works to prevent corruption and bribery. See 'Strong Foundations – Ethics & Human Rights' on page 41 of the 2025 Sustainability Report and 'Ethics' on pages 63–64 of the 2024 Sustainability Report .
GRI 301: Materials		
3-3	Management approach disclosures	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Increasing our use of more responsible packaging' in Resource-Efficient Operations on pages 39–41 of the 2024 Sustainability Report .
GRI 302: Energy		
3-3	Management approach disclosures	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Mitigating our climate impact' in Resource-Efficient Operations on pages 31–35 of the 2024 Sustainability Report . Additionally, refer to the 2025 Supplementary Data for more energy data.

GRI No.	Disclosure Title	Response
GRI 303: Water and Effluents		
3-3	Management approach disclosures	See 'Smart & Sustainable Farming' on pages 21–25 of the 2025 Sustainability Report and 'Promoting the efficient use of water' in Smart & Sustainable Farming on pages 27–28 of the 2024 Sustainability Report .
		See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Promoting the efficient use of water' in Resource-Efficient Operations on page 36 of the 2024 Sustainability Report .
		See 'Smart & Sustainable Farming' on pages 21–25 of the 2025 Sustainability Report and 'Promoting the efficient use of water' in Smart & Sustainable Farming on pages 27–28 of the 2024 Sustainability Report .
303-1	Interactions with water as a shared resource	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Promoting the efficient use of water' in Resource-Efficient Operations on page 36 of the 2024 Sustainability Report .
		Additionally, refer to the 2025 Supplementary Data for more water data.
303-2	Management of water discharge-related impacts	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Promoting the efficient use of water' in Resource-Efficient Operations on page 36 of the 2024 Sustainability Report.
GRI 305: Emissions		
3-3	Management approach disclosures	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Mitigating our climate impact' in Resource-Efficient Operations on pages 31–35 of the 2024 Sustainability Report . Additionally, refer to the 2025 Supplementary Data for more emissions data.
GRI 306: Waste		
3-3	Management approach disclosures	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Minimizing food waste and waste to landfill' and 'Increasing our use of more responsible packaging' in Resource-Efficient Operations on pages 37–41 of the 2024 Sustainability Report .
306-1	Waste generation and significant waste-related impacts	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Minimizing food waste and waste to landfill' and 'Increasing our use of more responsible packaging' in Resource-Efficient Operations on pages 37–41 of the 2024 Sustainability Report .

GRI No.	Disclosure Title	Response
306-2	Management of significant waste-related impacts	See 'Resource-Efficient Operations' on pages 26–30 of the 2025 Sustainability Report and 'Minimizing food waste and waste to landfill' and 'Increasing our use of more responsible packaging' in Resource-Efficient Operations on pages 37–41 of the 2024 Sustainability Report .
GRI 403: Occupational Health and Safety		
3-3	Management of material topics	See page 10 in our Code of Conduct . See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on pages 60–62 of the 2024 Sustainability Report .
403-1	Occupational health and safety management system	See page 10 in our Code of Conduct . See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on pages 60–62 of the 2024 Sustainability Report .
403-2	Hazard identification, risk assessment, and incident investigation	See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on pages 60–62 of the 2024 Sustainability Report .
403-3	Occupational health services	See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on pages 60–62 of the 2024 Sustainability Report .
403-4	Worker participation, consultation, and communication on occupational health and safety	See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on pages 60–62 of the 2024 Sustainability Report .
403-5	Worker training on occupational health and safety	See 'Strong Foundations – Safety' on page 40 of the 2025 Sustainability Report and 'Safety' on pages 60–62 of the 2024 Sustainability Report .
403-6	Protection of worker health	See 'Strong Foundations – Employee Experience' on page 42 of the 2025 Sustainability Report and 'Employee Experience' on pages 68–71 of the 2024 Sustainability Report .
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable to McCain.
GRI 404: Training and Education		
3-3	Management of material topics	See 'Strong Foundations – Employee Experience' on page 42 of the 2025 Sustainability Report and 'Employee Experience' on pages 68–71 of the 2024 Sustainability Report .

GRI No.	Disclosure Title	Response
GRI 405: Diversity and Equal Opportunity		
3-3	Management of material topics	See page 13 of our Code of Conduct . See 'Strong Foundations – Inclusion & Belonging' on page 43 of the 2025 Sustainability Report and 'Inclusion' on pages 65–67 of the 2024 Sustainability Report .
GRI 413: Local Communities		
3-3	Management of material topics	See 'Thriving Communities' on pages 35–38 of the 2025 Sustainability Report and 'Thriving Communities' on pages 51–57 of the 2024 Sustainability Report .
GRI 416: Customer Health and Safety		
3-3	Management of materials topics	See 'Good Food' on pages 31–34 of the 2025 Sustainability Report and 'Best in class food safety at our factories' and 'Improved nutritional profile of our portfolio' in Good Food on pages 44, 48, and 49 of the 2024 Sustainability Report .