



Be Good.
Do Good.

Sustainability
Report

2019



Our Sustainability Report

Welcome to our global sustainability report 'Be Good. Do Good.'

In the following pages, we'll outline the social and environmental responsibilities that we believe are critical to the future of our planet, our employees, our customers, our communities, and our business.

We'll also detail our first Global Sustainability Strategy, supported by a set of future commitments. Throughout the report, we'll share best practices from our regional businesses, including the progress we've made in the past. As we look to the future, we recognize the need to approach sustainability as one global business. Some of our commitments will be achieved by leveraging our regional best practices more consistently around the world, while others will take investment, innovation and collaboration.

As a family business, we usually prefer to talk directly to our stakeholders about these topics. However, we hope that by making this information public, we can further the conversation and accelerate our progress.

If you have questions or comments about this report, please contact sustainability@mccain.com. We look forward to your feedback.

COVID-19

This report was written pre-COVID-19. We've updated our introductory areas to reflect the significant impact of this pandemic, however our commitments and targets will remain unchanged.

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A message from our President & CEO

At the time of writing this report, pre-COVID-19, the world was a very different place. One thing that has not changed is the imperative for the food system to overcome the challenges posed by population growth and climate change. As we continue to navigate the pandemic, the need to transform the fragile global food system has become even more obvious and critical.

As the world begins its road to recovery from COVID-19, we must ensure that we build a sustainable future. One where we can produce more food with less waste, address food security, adapt to changing consumer behaviours, and disruptions in the food supply chain.

As the world's leading producer of prepared potato and appetizer products, and as a family-owned business, we've taken our sustainability responsibilities seriously for decades. However, we recognize the need to accelerate our efforts, now more than ever. In recent months, we've seen first-hand just how delicate our food systems are, and how we must step up to protect our growers and secure the future of farming.

In 2019, we introduced an aspirational purpose to make 'planet-friendly food.' This will take time and effort to achieve, but we remain committed to the journey ahead. Our first step was bringing local sustainability plans together under one Global Sustainability Strategy. In doing so, we are now better placed to identify gaps, leverage best practice, accelerate performance and, collectively, set even more ambitious targets.



This report details our journey to date. It also outlines our commitments to Resource Efficient Operations, Good Food, and Thriving Communities, underpinned by our Strong Foundations – our employees. The opening chapter 'Smart and Sustainable Farming' addresses what we believe to be the most pressing and challenging issues within our supply chain. I believe we must work together to address these, and we're calling on others to join us.

McCain is far from perfect today, but we're ready to accelerate – both as a company and in working in partnership with others. By sharing our intentions with the world, we hope to inspire others to participate.

Despite the impacts of COVID-19 to our industry and our business, we remain compelled to deliver the commitments in this report.

I look forward to sharing this journey with you.

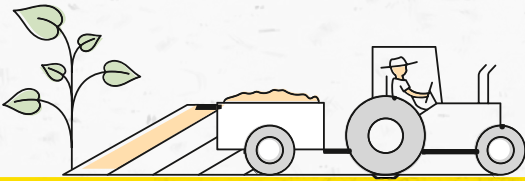
Max Koeune

President & CEO of McCain Foods Limited



Our business at a glance

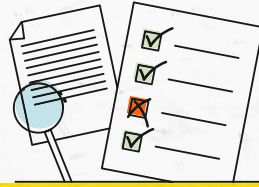
3,500
growers



1 AGRICULTURE

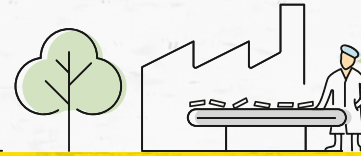
We partner with over 3,500 growers across 5 continents.

Close to **6.8M**
tonnes of potatoes
purchased



2 PROCUREMENT

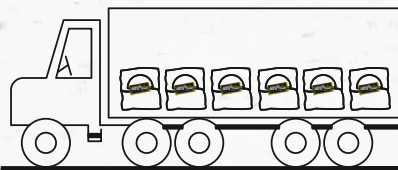
We also work with over 40,000 other suppliers around the world.



3 PRODUCTION

We operate 51 plants globally, supported by 15 research and development facilities.

22,000+
employees



6 TRANSPORT

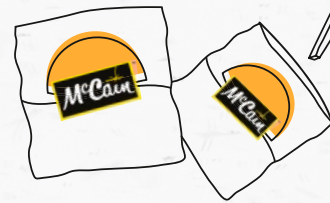
We distribute most of our products by truck to local storage facilities. In some places, we also use rail and ocean freight.

51 PLANTS
95% located
in rural communities



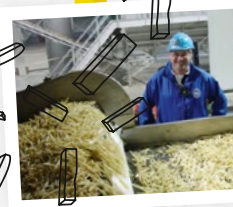
5 COLD STORAGE

On an average day, we store over 530,000 tonnes of French fries in cold storages throughout the world.

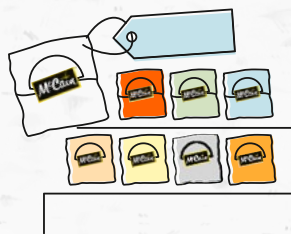


4 PACKAGING

We package our French fries, potato specialties, appetizers, entrées, vegetables, pizzas, and desserts in our plants.



Sales in
160
COUNTRIES



7 SALES/CUSTOMERS

We serve millions of customers every day, in restaurants, homes, and outlets in over 160 countries.

Over
\$10B CAD
revenues



8 CONSUMPTION

Families everywhere share our delicious food during mealtimes.



Current context & strategic priorities

As the world's largest manufacturer of frozen potato and appetizer products, we supply a significant portion of the world's restaurants and other hospitality outlets. Many of these outlets, such as restaurants, have been closed or have had their operations restricted by governments in efforts to contain the spread of COVID-19. While we fully support these actions, they have had a significant impact on our business.

Since the beginning of the crisis, our number one priority has been the safety of our people, their families, our communities and our consumers.



As we look to the future, our strategy will continue to be built on principles core to McCain, such as:

- Innovation
- Customer dedication
- Sustainable growth
- A winning culture, with strong family values



As we navigate through this challenging time, we remain guided by our values: Family, Authentic, Quality and Trusted. Our commitments to sustainability remain unchanged, and we believe are more important than ever in the emerging post COVID-19 world.





Sustainability Strategy

Our Strong Foundations

SAFETY

Targeting zero incidents at work

INCLUSION

Striving towards inclusion across the workforce

ETHICS

Zero tolerance for corruption or human rights abuses

SECURITY

Fair compensation for all McCain employees

Our Pillars



SMART & SUSTAINABLE FARMING

25% reduction in CO₂ 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

Continuing to promote good agricultural practices

Investing in three Farms of the Future to showcase regenerative agricultural practices by 2025



RESOURCE-EFFICIENT OPERATIONS

50% reduction in CO₂ emissions (Scope 1 & 2) and 100% renewable energy by 2030

15% improvement in water-use efficiency in seven priority plants by 2025

Zero waste to landfill and 100% potato utilization by 2025

Making 100% of our packaging recyclable, reusable or compostable by 2025



GOOD FOOD

Providing good food with recognizable ingredients

Removing palm oil from our frying operations for McCain-branded products by 2025

15% reduction in sodium (sales-weighted average) in our potato and appetizer products by 2025

Providing clear and transparent nutritional information

Expanding our healthier offerings



THRIVING COMMUNITIES

Training, knowledge and technology transfer to our growers

Improving the livelihoods of 10,000 smallholder growers, women and young people by 2025

Enhancing the development of McCain Foods' team members

Our Commitments

Our alignment to the Sustainable Development Goals

Our strategy has been informed by global efforts to tackle sustainability challenges, including the [Sustainable Development Goals \(SDGs\)](#). For more on our alignment to the SDGs, see page 61.



01 *Smart & Sustainable Farming*



OUR COMMITMENTS, APPROACH, & PROGRESS

Improving agricultural resource efficiency and adapting to climate change

As the global population soars, the demand for food continues to increase and agricultural-based industries are under increasing pressure to maximize yields. Growers are also struggling to adapt to climate change, adopt sustainable and innovative growing practices, and mitigate environmental impacts – such as water shortages. As a leader in the potato industry, we believe that we must act in partnership to address these challenges.

Potatoes play an important role in our food chain, and have a lower carbon footprint than most other agricultural products. As one of the richest vegetable sources of dietary nutrients on the planet, this raw ingredient will play an important role in feeding generations to come.

For decades, we have worked collaboratively with our growers, the stewards of the land. We have approximately 3,500 growers around the world, supported by a dedicated team of more than 260 McCain agricultural experts. We partner side-by-side with our growers to provide advice, share best practice and help to future-proof their operations. From CO₂ reduction to water efficiency, biodiversity to regenerative farming practices, McCain is committed to advancing the sustainability of potato farming.

As a leader in the potato industry, we're also part of a range of commercial, industry, and global partnerships and coalitions to help further innovation and progress on these vital topics. Our key partnerships are listed on page 63.

Highlights of our progress in this area of our work

REDUCING OUR POTATO PRODUCTION CO₂ EMISSIONS PER TONNE BY

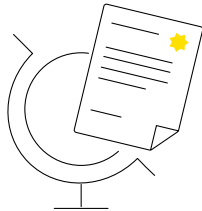


from 2012 to 2017, while increasing yield

INITIATING A

CLIMATE CHANGE IMPACT STUDY

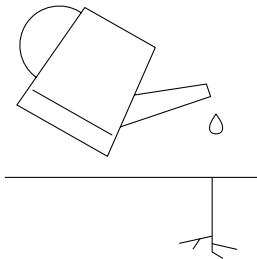
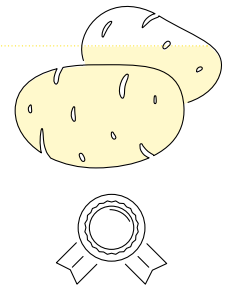
on potato sourcing



MAINTAINING



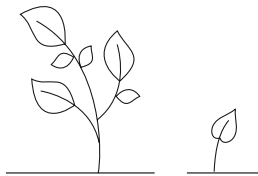
of our global potato volume certified for Good Agricultural Practices in 2019



IMPROVING WATER-USE EFFICIENCY IN WATER-STRESSED REGIONS BY



from 2016 to 2019



SAVING WATER BY USING DRIP IRRIGATION TECHNOLOGY ON MORE HECTARES IN INDIA AND CHINA.



of irrigated hectares in India



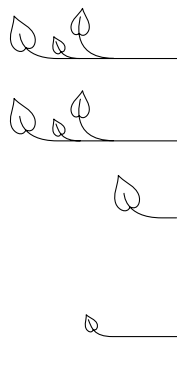
in China



INVESTING IN

VERTICAL FARMING

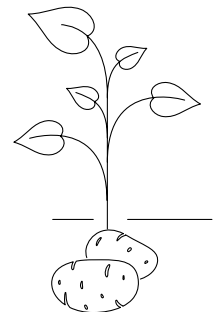
such as our partnership with TruLeaf



DEVELOPING POTATO VARIETIES

SUITED TO DRIER CLIMATES

with over 15 varieties introduced to date globally



Our approach to smart and sustainable farming is shaped by four commitments

1

MITIGATING CLIMATE CHANGE

Reducing CO₂ emissions per tonne from potato farming, storage, and freight by 25% by 2030 (Scope 3)

2

ENABLING SUSTAINABLE WATER USAGE

Improving water-use efficiency by 15% in water-stressed regions by 2025, and driving the implementation of best practices across all farms

3

PROMOTING GOOD AGRICULTURAL PRACTICES

Enabling our growers to implement good agricultural practices related to food safety, traceability, environmental sustainability, biodiversity, and soil health

4

SUPPORTING INNOVATION AND TECHNOLOGY

Investing in three Farms of the Future by 2025: commercial farms dedicated to developing, showcasing, and rolling out regenerative farming practices, while exploring the latest agricultural technologies and innovations



1 Mitigating climate change

OUR COMMITMENT

REDUCING CO₂ EMISSIONS PER TONNE FROM POTATO FARMING, STORAGE, AND FREIGHT BY 25% BY 2030 (SCOPE 3)¹

As we continue to grow our business, reducing our impact will involve supporting our growers to adopt sustainable farming practices, adapt to climate change, and reduce CO₂ emissions.

Our Approach

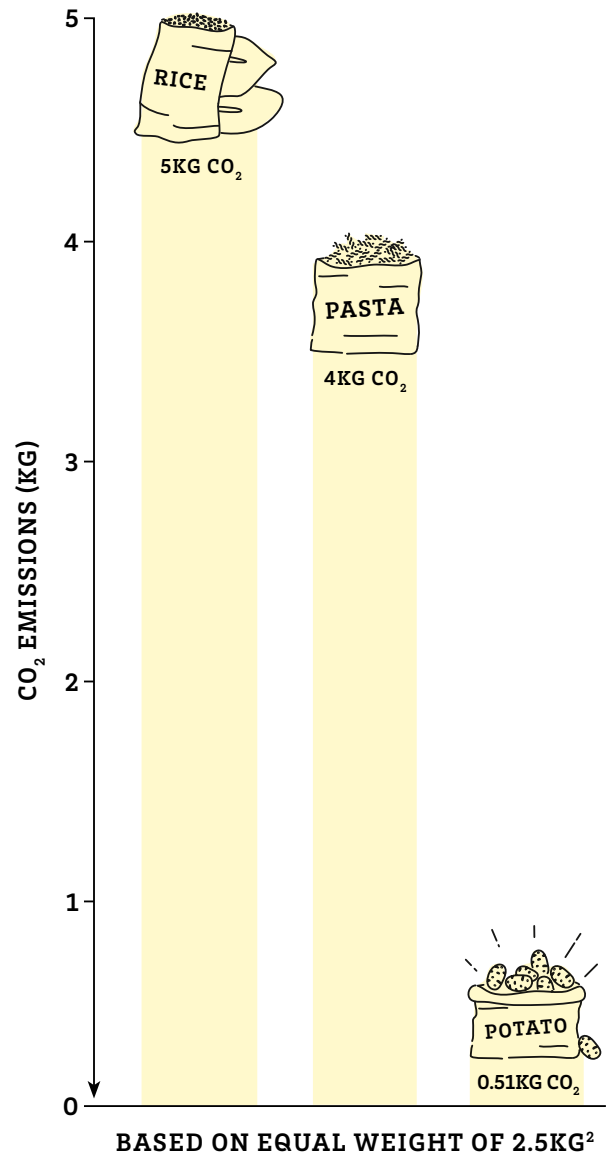
While the carbon footprint of potatoes is much lower than many other foods and plants, we're working to reduce this even further and have committed to have our targets validated as *Science-Based Targets*.

As fertilizers are one of the main causes of CO₂ emissions in potato farming, we'll focus on initiatives that optimize their use. This will include increasing the use of nutrient-restoring cover crops like clover and wildflowers, improving fertilizer usage efficiency through strategic placement (right amount, right place, right time), and sourcing fertilizers with lower CO₂ impact.

We will also continue to adopt fertilizer-efficient potato varieties, explore greater use of renewable energy in potato storage facilities and solutions to optimize fuel efficiency in potato transportation.

¹ We measure our carbon emissions in line with the three categories defined in the GHG Protocol Corporate Standard: scopes 1, 2 and 3. See page 25 for more information on these scopes.

² Source: Department of Environmental Science and Technology Cranfield University, 2013



2 Enabling sustainable water usage

OUR COMMITMENT

IMPROVING WATER-USE EFFICIENCY BY 15% IN WATER-STRESSED REGIONS BY 2025, AND DRIVING THE IMPLEMENTATION OF BEST PRACTICES ACROSS ALL FARMS

Since our business was founded, we have sought to source potatoes local to our markets and operations. In addition to food provenance, this model provides significant benefits to rural communities. However, nearly 40% of our global potato volume is grown in communities that are currently identified as medium to high water stress by the *World Resources Institute* (WRI).³

While we promote sustainable water practices with all our growers, we partner directly with growers in identified water-stressed regions to improve their water efficiency. Efficient irrigation technologies and enhanced monitoring methods are having a significant impact in regions like China and India (see page 10).

Between 2016 and 2019, this support enabled our growers to reduce the amount of water they use for irrigation per tonne of potatoes by 7%. That's roughly equal to using 17 bathtubs less water per tonne of potatoes.⁴

³ As identified by the [WRI Aqueduct tools](#). In water-stressed areas demand for water exceeds the amount of renewable freshwater and surface water available.

⁴ Based on 70 gallons in the average bathtub (Source: [US Environmental Protection Agency \(EPA\)](#))



Examples of drip irrigation (top) and pivot irrigation systems (bottom).

In 2019, we saw an increase in global water-use, as some of our growing regions experienced exceptional drought conditions.

We've also identified specific potato varieties well suited to water-stressed conditions based on their resistance to heat and water fluctuation. By 2025, we aim to increase the use of such varieties to 20% of all potato crops grown for McCain.



DID YOU KNOW?

Drip irrigation has increased water-use efficiency by close to 20% on average for McCain growers in China and India



HIGHLIGHT

Developing drip irrigation systems in water-stressed regions

Water is a basic human need, but it is increasingly at risk from unsustainable usage levels. To address this growing issue, we conducted a global water risk assessment in 2018 to identify priority areas for water management. We found our growing regions in India and China to be high risk for water scarcity.

Based on these findings, we introduced highly efficient drip irrigation systems for our Indian and Chinese growers. Compared to traditional pivot irrigation systems, our drip systems boost water-use efficiency by around 20%. As a result, our growers in China and India have increased their use of drip irrigation to 17% and 80% of hectares respectively since 2016. The water volume saved by our growers in China for 2018 was almost 900,000 m³, roughly equal to the water required to fill 340 Olympic swimming pools.

By encouraging and enabling the uptake of innovative irrigation technology, we are helping to reduce our growers' long-term operational costs, which mitigates their climate change risks, increases sustainable water-use and long-term sustainability of their operations.



CHINA



INDIA



3 Promoting good agricultural practices

OUR COMMITMENT

ENABLING OUR GROWERS TO IMPLEMENT GOOD AGRICULTURAL PRACTICES RELATED TO FOOD SAFETY, TRACEABILITY, ENVIRONMENTAL SUSTAINABILITY, BIODIVERSITY, AND SOIL HEALTH



Good Agricultural Practices

Increasingly, consumers are demanding more detail on food quality, safety and good agricultural practices – good taste is not enough. Consumers want to know and understand where ingredients come from and how the product is made.

In 2019, we're proud to say that 93% of our global potato volume was certified for good agricultural practices. This means that our growers have implemented good practices on-farm and in post-production related to food safety, traceability, environmental sustainability, biodiversity, and soil health in line with regional standards.⁵ We're aiming to increase this certification to 95% by 2025.

DID YOU KNOW?



McCain has been part of the Executive Committee of the [Sustainable Agriculture Initiative \(SAI\)](#)⁶ platform since 2003, helping to find solutions to support sustainable change in agriculture.

⁵ Global GAP or equivalent regional certifications. Regional agricultural good practice certification organizations include Red Tractor, VVA, Vegaplan, USDAGAP, and PSI.

⁶ SAI is a unique member-based organization committed to supporting the development of sustainable agriculture by uniting various corporations and sectors to solve problems and improve the sustainability of agriculture and productivity.



Biodiversity and Soil Health

The health of the planet's soil and biodiversity is vital to the future of food production. To help address the urgent biodiversity crisis, we recently became a founding member of the *One Planet Business for Biodiversity* (OP2B). OP2B is a business-led coalition of forward-thinking, agriculture-centric companies determined to enhance regenerative agricultural practices to protect and restore cultivated and natural biodiversity within their value chains and product portfolios.

In the coming years, we will continue piloting, testing and validating new best practices through our *Farms of the Future* program (see page 14). This program builds on the best practices from earlier work in Continental Europe, where we developed a network of pilot farms to test and promote sustainable agricultural practices (see Highlight on page 13).

We're also working on solutions to the industry-wide challenge of Chlorpropham (CIPC) in the potato supply chain. CIPC is a product used to extend the storage life of raw potatoes, before sprouting begins. While McCain remains fully compliant with all legislation regarding the use of CIPC, we aim to reduce its use further globally, while developing a roadmap to achieve elimination.



Max Koeune, CEO, speaking about the importance of biodiversity for agriculture at the UN Climate Week in New York (Sep 2019)



As an agriculture-based company, we recognize the urgent need to help address climate change challenges within the food system. We believe that by investing in an innovative Farms of the Future program we can demonstrate the potential to improve yields while protecting soil health and biodiversity."



**DAVID MACGREGOR
DIRECTOR
AGVENTURES**



HIGHLIGHT

Building a pilot farm network in Continental Europe

One of our flagship regional programs is in Continental Europe. In 2016, our European team formalized seven sustainable agriculture focus areas (see diagram). Working with a network of 10 pilot farms in France (3), Belgium (2), the Netherlands (3), and Poland (2), they trialled sustainable management practices. They also worked on a procurement strategy to acquire pesticides with lower levels of active ingredients.

These combined activities helped our growers to reduce pesticide use by 25% between 2006 and 2016. They were also able to reduce the use of nitrogen mineral fertilizer⁷ by 8% per hectare of potato crop grown for McCain.



EUROPE



⁷ Nitrogen is an essential nutrient for plant growth and in certain soil conditions nitrogen mineral fertilizers are used as a supplement. Reducing use of these fertilizers significantly decreases CO₂ emissions from potato farming.



4 Supporting innovation & technology

OUR COMMITMENT

INVESTING IN THREE FARMS OF THE FUTURE TO SHOWCASE REGENERATIVE AGRICULTURAL PRACTICES BY 2025

We believe that ensuring the sustainable future for potato farming is not only critical to our industry, but for the food industry as a whole.

Since 2017, we've been developing partnerships with leading-edge technology companies, such as *Resson* and *TruLeaf*. Through these alliances, we are exploring the latest in technologies such as utilizing remote sensing in live field conditions, leveraging artificial intelligence (AI) to develop sustainable agriculture, and exploring the future of vertical farming.

Our recently announced Farms of the Future program has a simple objective: developing, showcasing and rolling out regenerative farming practices, with a specific focus on potato farming. We will develop three McCain-owned, commercially operating farms across three different growing regions by 2025. Through development of these flagship farms we will create the testbeds for alternate farming models, such as regenerative and circular farming. They will explore sustainable agricultural practices, focused on soil health, CO₂ and biodiversity conservation. Farms of the Future will also test the latest precision agriculture technologies, new equipment and the use of renewable energy.



In partnership with leading academics and suppliers, these farms will serve as training centers for growers, employees, customers, and researchers. Once we demonstrate the viability and impact of our Farms of the Future program, we aim to roll out the best sustainable agricultural practices across our global farm network.



Resson combines the latest advancements in computer vision, machine learning and big data analytics to provide growers with actionable insights using their field data.



TruLeaf designs efficient vertical farms using innovative technology to grow high-quality leafy greens using no pesticides, herbicides or fungicides, and water recycling. It also enables growers to operate closer to urban centers.



Smart & Sustainable Farming Data Tables

MITIGATING CLIMATE CHANGE					
INDICATOR	2012	2017	2019	PROGRESS 2012-2017	TARGET (2017 BASELINE)
Emissions intensity (kgCO ₂ e/t raw potato)	115	111.4	Not available	-3%	-25% by 2030

ENABLING SUSTAINABLE WATER USAGE						
INDICATOR	2016	2017	2018	2019	PROGRESS	TARGET
Water-use efficiency in water-stressed regions (m ³ /t raw potato)	68.8	56.2	53.6	64.2	-7%	-15% by 2025 ⁸
% of water stress-tolerant varieties	Not available	17%	17%	18%	+1%	20% by 2025
DRIP IRRIGATION HECTARES (%)⁹						
China	2%	2%	14%	17%	+15%	N/A
India	66%	80%	80%	80%	+14%	N/A

PROMOTING GOOD AGRICULTURAL PRACTICES					
INDICATOR	2017	2018	2019	PROGRESS	TARGET
% of certified potato sourcing	93%	93%	93%	No change	95% by 2025

⁸ Our 2025 target is 50.6, down from a baseline of 59.5 (an average of 2016-2018) water-use efficiency.

⁹ Proportion of irrigated hectares growing McCain potatoes where drip irrigation is used.



02 Resource-Efficient Operations



OUR COMMITMENTS, APPROACH, & PROGRESS

Optimizing resource efficiency and reducing carbon emissions

For over 60 years, we have been producing delicious and high-quality food that customers around the world can trust.

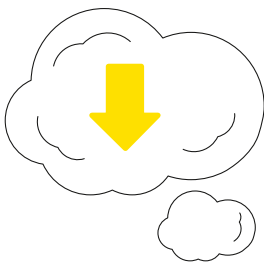
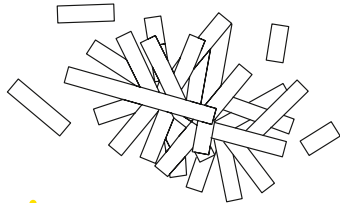
As a leader in the prepared potato industry, with 51 plants around the world, we have a responsibility to show the way toward a low-carbon economy. Our focus is producing more food with less natural resources, in line with the ambitions of the *Paris Agreement* and the *Sustainable Development Goals*. Making efficient use of energy, water, and our potatoes is key to demonstrating this commitment.

We aim to reduce our plant CO₂ emissions by 50%, move towards zero waste to landfill, purchase 100% renewable electricity, improve water efficiency, and utilize sustainable packaging – all while continuing to grow our business.



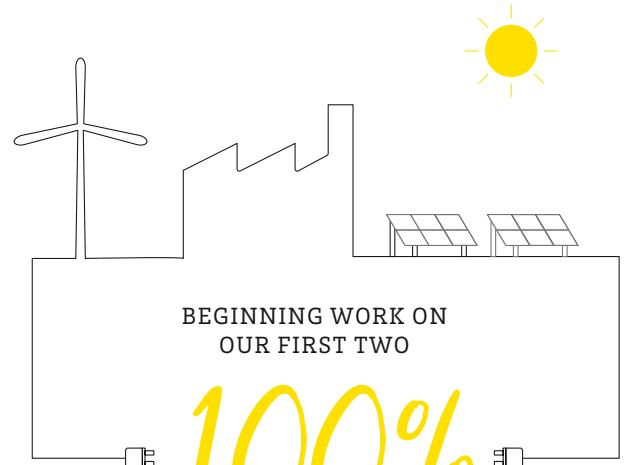
Highlights of our progress in this area of our work

INCREASING OUR FRENCH FRY PRODUCTION WHILE REDUCING CO₂ EMISSIONS BY



4%

PER TONNE OF FINISHED PRODUCT (2016 TO 2019, SCOPE 1 & 2)



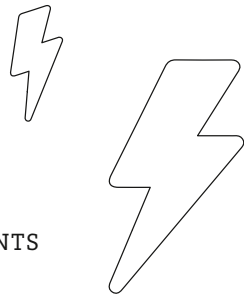
BEGINNING WORK ON OUR FIRST TWO

100%

RENEWABLE ENERGY PLANTS, IN ARGENTINA AND AUSTRALIA,

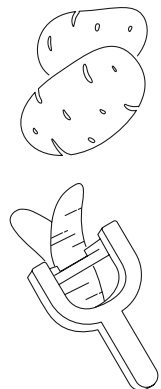
including onsite solar and wind generation

80%



OF OUR FRENCH FRY PLANTS HAVE TECHNOLOGIES IN PLACE TO REUSE ENERGY

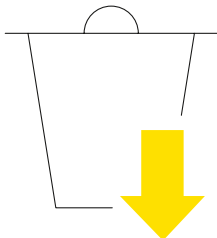
98.5%



of the potatoes we buy are converted to value-added products

MINIMIZING OUR TOTAL WASTE TO LANDFILL TO

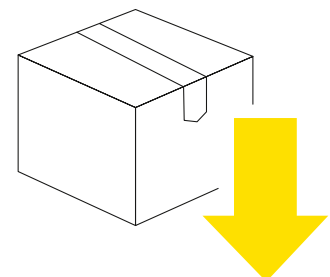
2%



globally

Reducing our total packaging usage by more than

6,000 TONNES, INCLUDING A >9% REDUCTION IN PLASTICS



Four commitments shape our approach to resource-efficient operations towards 2030:

1

MITIGATING THE CLIMATE IMPACT OF OUR PLANTS

50% reduction in CO₂ emissions (Scope 1 & 2) and moving to 100% renewable electricity in our French fry and appetizer plants by 2030

2

PROMOTING THE EFFICIENT USE OF WATER

Improving water-use efficiency by 15% in seven priority plants located in water-stressed regions by 2025, and implementing best practices across our operations by 2030

3

TARGETING ZERO WASTE

Targeting zero waste to landfill and 100% potato utilization in all our plants by 2025

4

MAKING SUSTAINABLE USE OF PACKAGING

Making 100% of our packaging recyclable, reusable or compostable by 2025, while continuing to reduce packaging weight and increase recycled content



1 Mitigating the climate impact of our plants

OUR COMMITMENT

50% REDUCTION IN CO₂ EMISSIONS (SCOPE 1 & 2) AND MOVING TO 100% RENEWABLE ELECTRICITY IN OUR FRENCH FRY AND APPETIZER PLANTS BY 2030

Reducing CO₂ emissions¹ and moving to renewable energy is fundamental for the health of the planet and the future of food production.

Over the last four years, we have enjoyed strong business growth and, at the same time, reduced our CO₂ emissions by 4% per tonne of finished product.² These achievements were the results of reducing methane emissions from wastewater treatment, and implementing more energy-efficient technologies and processes in our plants. 80% of our French fry plants now have technologies in place to recover energy from one part of our production process to reuse in another.



In 2019, we have set ambitious new emission reduction goals for 2030 across our global operations (Scope 1 and 2) and supply chain (Scope 3). By 2025, we aim to have achieved a 25% reduction, including ceasing use of coal and moving to 60% renewable electricity. We have committed to have our targets validated as [Science-Based Targets](#) in line with the goals of the *Paris Agreement*. We have also joined *RE100*, a collective of organizations committed to achieving 100% renewable power.



DID YOU KNOW?

We generate biogas from wastewater treatment at 54% of our plants, which represents 6% of our total energy use and helps reduce our CO₂ emissions.

¹ All references to 'CO₂ emissions' relate to carbon dioxide equivalent (CO₂e) of Greenhouse Gas emissions.

² Using location-based measurement of CO₂ emissions. We will make the change to market-based reporting in future reports.





HIGHLIGHT

Driving energy efficiency and climate innovation

In 2019, we decided to establish a central CO₂ Reduction team with the mandate to reduce CO₂ emissions from our operations by 50% by 2030 as well as enabling partnerships with growers, transportation providers and suppliers to reduce emissions across our value chain.

This team helps to coordinate programs across multiple workstreams: improving energy efficiency in plants, decarbonizing our energy sources, establishing renewable energy generation partnerships (on-site and offsite), piloting CO₂-neutral plants, and investing in CO₂ offset programs.



More than 20 projects have been identified and are in various stages of development at our plants across the world. Combined, these projects have the potential to save 300,000 tonnes of CO₂ from a 2017 baseline of 1.3 million tonnes (Scope 1 and 2). These initiatives include: ceasing use of coal in China, New Zealand and South Africa, and establishing or evaluating partnerships for onsite solar and wind generation in our plants in Argentina, Australia, Canada, India, Poland, South Africa, and the UK. We continue to identify new projects that will help us reach our 2030 target.

We have inventoried the CO₂ emissions (Scope 1 and 2) of our global plants since 2014 and continue to improve our measurement methodologies for global consistency and alignment with best practice standards.³ This included performing our first global Scope 3 inventory for 2017 to 2019.

“ We have challenged ourselves to meet an ambitious target of reducing CO₂ emissions by 50% by 2030. I believe we must challenge ourselves today to protect our employees, communities, consumers and our planet of tomorrow.”



BRIAN MCCAIN
CO₂ REDUCTION
PROGRAM DIRECTOR



DID YOU KNOW?

Onsite solar panels being installed at our Ballarat plant will save over 16,000 tonnes of CO₂ emissions every year, roughly equal to the energy use of 1,100 Australian homes.⁴

³ Our emissions inventory for 2017 to 2019 has been externally assured by BSI. The statement is available [here](#).
⁴ Based on an average household consumption of 14t CO₂ per year. Source: [ABC Carbon Emissions Calculator](#)

2 Promoting the efficient use of water

OUR COMMITMENT

IMPROVING WATER USE EFFICIENCY BY 15% IN SEVEN PRIORITY PLANTS LOCATED IN WATER-STRESSED REGIONS BY 2025, AND IMPLEMENTING BEST PRACTICES ACROSS ALL OUR OPERATIONS BY 2030.

Water is vital to creating our high-quality products. But as a critical natural resource, we recognize our responsibility to manage our water use carefully.

With the significant increase of our food production globally, our absolute water consumption has increased by 9% in the last three years, with our water-use per tonne of finished product increasing by 6%. We simply must do better.

In recognizing this, we have identified seven priority plants located in water-stressed regions⁵, with a commitment to achieve a 15% improvement by 2025. These targets include our plants in India (Mehsana), USA (Othello), Australia (Ballarat), Belgium (Leuze), the UK (Grantham), Poland (Strzelin) and South Africa (Delmas).

We will continue investing in water-saving technologies, best practice approaches and programs, across all our plants by 2030.

⁵ As identified by the [WRI Aqueduct tools](#). In water-stressed areas demand for water exceeds the amount of renewable freshwater and surface water available. Higher water-stress indicates more competition amongst users.



DID YOU KNOW?

In Mehana, India, we invested in reverse osmosis technology to clean and reuse approximately 70% of the water used in our process.



3 Targeting zero waste

OUR COMMITMENT

TARGETING ZERO WASTE TO LANDFILL AND 100% POTATO UTILIZATION IN ALL OUR PLANTS BY 2025

Our aspiration to make planet-friendly food includes making food without waste. For us, this means making the most of every potato.

Potatoes come in a variety of grades, shapes, and sizes. Through product valuation and innovation, we're able to use over 98.5% of the potatoes we process. For example, we turn smaller potatoes that cannot be made into French fries into specialties like hash browns, or make small pieces into potato mash. We also make starch for industrial uses (e.g. paper coatings), animal feed and transform inedible potato parts and peel into biogas to fuel our plants.

We also evaluate innovative uses for waste cooking oil, such as converting it into biodiesel for sustainable mobility projects.

In total, we send less than 2% of our combined organic and non-organic waste (e.g. metal, cardboard, plastics) to landfill, and we are committed to eliminating this by 2025. To achieve this, we'll continue to monitor our waste streams, prioritize high-impact opportunities, and further fine-tune our strategy.



HIGHLIGHT

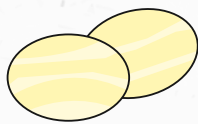
Maximizing the value of our potato waste

CURRENTLY ONGOING

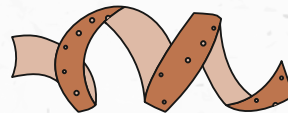
FUTURE CONSIDERATION

Every bit of the potato has unique properties. As we work towards our zero-waste-to-landfill target, we aim to maximize the full value of the potato.

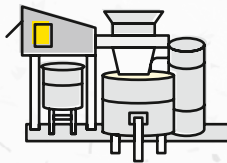
Our Global Asset Recovery Program team is driving this innovative and high-potential agenda forward. With initiatives such as recovering starch from the potato flesh and extracting potato peel fibres to make flour and organic fertilizers, we're excited to see what can be achieved in the coming years. We may even be able to develop packaging from potato waste in the future!



POTATO FLESH



POTATO PEEL



STARCH RECOVERY



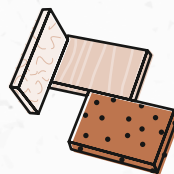
SOIL AMENDMENT



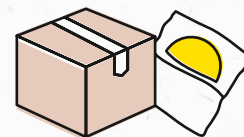
POTATO-PEEL FLOUR



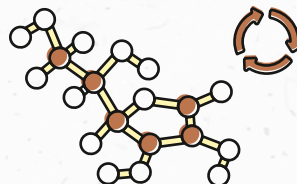
BIO-FUEL CREATION



FURNITURE MATERIALS



PACKAGING CREATION



ANTI-OXIDANT RECOVERY



NUTRIENT RECOVERY



4 Making sustainable use of packaging

OUR COMMITMENT

MAKING 100% OF OUR PACKAGING RECYCLABLE, REUSABLE, OR COMPOSTABLE BY 2025, WHILE CONTINUING TO REDUCE PACKAGING WEIGHT AND INCREASE RECYCLED CONTENT

Packaging has played an important role in the growth of the food sector, by helping to reduce food waste, increase convenience, and improve both food quality and safety.

Frozen food in particular requires packaging, which is why we're exploring innovative packaging solutions that will help protect the planet, while optimizing the safe and secure delivery of our products.

Between 2014 and 2018, we reduced packaging weight by 3% overall: the result of a reduction in plastics and paper by more than 9% and 2% respectively.

We support the circular economy and have committed to the [New Plastics Economy Global Commitment](#) launched by the *Ellen MacArthur Foundation*. Along with over 250 other businesses, we have committed to eliminating unnecessary plastic and adopting innovative design and low-impact materials, while strengthening our recycling streams. We are collaborating for change to ensure customers and consumers can recycle our packaging, especially in countries where formal systems are absent or in development.



We are pleased that over 95% of our packaging materials to date are technically recyclable. Our next step is to ensure 100% of our materials are recyclable according to the *Ellen MacArthur Foundation* definition, which requires there is successful post-consumer collection, sorting, and recycling and it is proven to work in practice and at scale.

In line with *The Consumer Goods Forum* vision on deforestation, we are also committed to only using recycled or sustainably certified cardboard.⁶ In 2019, over 95% of our cardboard was certified.

Sustainable packaging requires a systemic shift, involving collective action by businesses from across the value chain, governments, and civil society.



DID YOU KNOW?

We saved over 6,000 tonnes of packaging from 2014 to 2018 and avoided over 14,000 tonnes of related CO₂ emissions.

⁶ Forest Stewardship Council (FSC), PEFC, Sustainability Forestry Initiative (SFI)

Resource-Efficient Operations Data Tables

We've presented both market and location-based emissions in line with reporting guidelines. For monitoring performance and setting targets we use the market-based methodology, which reflects the energy we choose to purchase, rather than location-based which reflects the average energy mix of the grid in the locations where we operate.

MITIGATING THE CLIMATE IMPACT OF OUR OPERATIONS⁷ & SUPPLY CHAINS

INDICATOR/SCOPE ⁸	2016	2017	2018	2019	PROGRESS (2017 - 2019)	TARGET (2017 BASELINE)
Absolute CO₂ emissions (tCO₂e) – Market based						
Direct emissions (Scope 1)	868,992	861,070	896,336	874,041	+1% (2016-2019)	50% reduction by 2030 (Scope 1 and 2) and 100% renewable electricity by 2030
Indirect emissions (Scope 2)	Not available ⁹	453,341	456,227	497,601	+10%	
SUBTOTAL	-	1,314,411	1,352,563	1,371,642	+4%	
Indirect emissions (Scope 3) ¹⁰	Not available ⁹	1,466,692	1,529,137	1,558,209	+6% ¹¹	30% intensity reduction by 2030
TOTAL¹²	-	2,781,102	2,881,699	2,929,851	+5%	N/A
Absolute CO₂ emissions (t CO₂e) – Location based						
Scope 1	868,992	861,069	896,335	874,041	+1%	N/A
Scope 2	528,809	514,271	521,558	559,181	+6%	N/A
SUBTOTAL	1,397,801	1,375,340	1,417,893	1,433,222	+3%	N/A
Scope 3	Not available	1,466,692	1,529,137	1,558,209	+6% ⁹ (2017- 2019)	N/A
TOTAL¹²	-	2,842,032	2,947,030	2,991,431	+5% (2017- 2019)	N/A

⁷ All data relates to 41 plants (30 French fry plants and 11 appetiser plants). Plants (10) from recent acquisitions are currently excluded and will be added into the inventory in the coming years.

⁸ McCain Foods calculates its emission inventory in line with ISO14064 and the [GHG Protocol](#): Scope 1: direct emissions arising from combustion facilities and refrigerant facilities located inside the operational perimeter (consumption of fuels; vehicles leaks). Scope 2: indirect emissions arising from the production of electricity, steam, heat, or cold purchased and consumed by the company. Scope 3: all indirect emissions due to the company's activities that are not taken into account in Scope 2. This covers all the emissions arising from the complete value chain, including suppliers' and consumers' emissions.

⁹ Global market-based emissions data available from 2017.

¹⁰ Our Scope 3 emissions include potatoes, cooking oil, packaging, and downstream transport of finished products.

¹¹ Progress 2017 to 2019 only, as 2016 global Scope 3 data is not available.

¹² The sum of Scope 1-3 may not agree to individual scopes due to rounding.



Resource-Efficient Operations Data Tables

MITIGATING THE CLIMATE IMPACT OF OUR OPERATIONS⁷ & SUPPLY CHAINS

INDICATOR	2016	2017	2018	2019	PROGRESS 2016-2019	TARGET (2017 BASELINE)
Emissions intensity (kg CO₂e/t finished product) – Scope 1 + 2¹³						
Location based	345	331	330	330	-4%	N/A
Market based ¹⁴	-	317	315	316	No change (2017- 2019)	60% intensity reduction by 2030
Energy consumption						
Energy use (GJ)	20,693,518	21,541,942	22,179,320	22,154,237	+7%	N/A
Energy intensity (GJ/t finished product)	5.11	5.09	5.08	5.10	No change	N/A

PROMOTING THE EFFICIENT USE OF WATER

INDICATOR	2017	2018	2019	PROGRESS 2017-2019	TARGET (2017 BASELINE)
Absolute water-use (m ³)	36,117,134	37,342,590	39,350,458	9%	N/A
Water-use intensity (m ³ /t finished product)	8.53	8.56	9.07	6%	N/A
Absolute water-use in 7 priority plants (m ³)	7,492,055	7,598,910	7,832,917	5%	N/A
Water-use intensity in 7 priority plants (m ³ /t finished product)	7.92	8.25	8.54	8%	-15% in 7 selected sites by 2025

STRIVING TOWARDS ZERO WASTE

INDICATOR	2017	2018	2019	PROGRESS 2017-2019	TARGET (2017 BASELINE)
Waste to landfill (%)	2.3%	2.7%	1.5%	-0.8%	Zero waste to landfill

¹³ CO₂ and Energy Intensity data are provided as an approximate indicator of overall trend. Calculation methodology has changed from 2016 to 2019 and verification focused on 2017+. Intensity numbers will be verified in future reports from 2017 onwards.

¹⁴ Global market-based emissions data available from 2017.



Resource-Efficient Operations Data Tables

MAKING SUSTAINABLE USE OF PACKAGING				
INDICATOR	2014-2018	2019	PROGRESS	TARGET (2019 BASELINE)
Recyclable packaging materials (%)	Not available	>95% ¹⁵	New target	100% by 2025
Packaging weight reduction ¹⁶ (%)	3.3%	0.5%	0.5% in 2019	1.2% in 2020
Recycled content - paper (%)	Not available	48%	New target	55% by 2025
Recycled content - plastic (%)	0%	0%	New target	10% by 2025

¹⁵ Includes corrugate and plastic materials which are technically recyclable.

¹⁶ Reduction in material weight calculated in relation to quantity of product in the market in the associated year(s).



03 Good Food

OUR COMMITMENTS, APPROACH, & PROGRESS

Improving the nutritional profile of our products while continuing to offer new, healthier choices.

At McCain, we believe that good food is one of life's great pleasures, especially when shared. We're famous for producing high-quality French fries, yet our diverse portfolio also includes potato specialties, appetizers, entrées, vegetables, pizzas and desserts – products that millions of people enjoy all around the world.

As a responsible food manufacturer, we create food that can be eaten as part of a healthy, balanced diet, while providing innovative solutions to meet consumer demands for taste, nutrition, and convenience.

But we want to do more. We are guided by the recommendations of the [*World Health Organization*](#), the [*Sustainable Development Goals*](#), the [*The Consumer Goods Forum*](#), and our research findings. These inform our journey to continuously improve the nutritional profile of our products, offer new, healthier choices, and communicate transparently about our food, from field to fork.

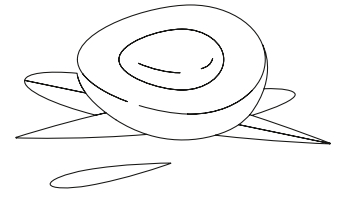


Highlights of our progress in this area of our work

USING ONLY

14%

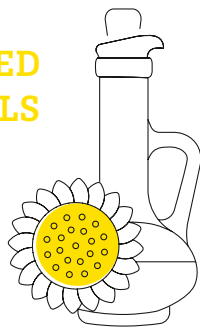
palm oil for frying globally, of which 100% is from sustainable sources



ELIMINATION OF

PARTIALLY HYDROGENATED VEGETABLE OILS

from our frying procedures around the world



WE HAVE REDUCED SODIUM CONTENT BY OVER

40%

on average in our European McCain-branded potato product portfolio since 2011

LAUNCHED IN 2018

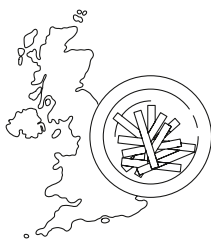
A NEW GLOBAL TEAM

responsible for meeting the needs of increasingly health- and planet-conscious consumers and expanding our product portfolio to include more vegetable, vegan and gluten-free options

LAUNCHING THE LIGHTER HOME CHIP IN THE UK WITH

30%

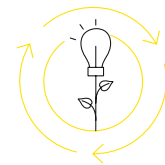
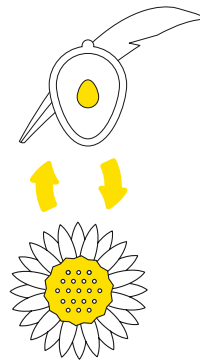
less fat



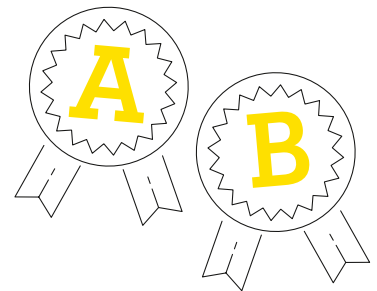
BY SWITCHING MOST OF OUR COOKING OIL FROM PALM TO SUNFLOWER FOR MCCAIN POTATO PRODUCTS IN CONTINENTAL EUROPE, WE REDUCED THE AMOUNT OF SATURATED FATS BY

75%

since 2011



AVERAGING



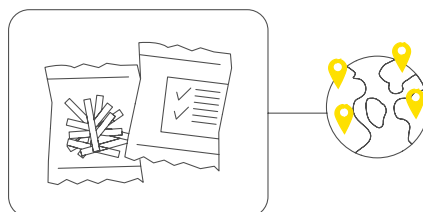
NUTRISCORE RATING

for almost all of our retail potato products in Belgium and France

ADOPTING VOLUNTARY

FRONT-OF-PACK NUTRITION LABELLING

in various geographies



The following five commitments shape our approach to good food:

1

PRODUCING GOOD FOOD WITH RECOGNIZABLE INGREDIENTS

Using ingredients consumers recognize, expect, and accept, and explaining the use of artificial ingredients where it is not possible to remove them.

2

REDUCING SATURATED FAT AS WE ELIMINATE PALM OIL

Removing palm oil from our frying operations for McCain-branded products by 2025

3

MAKING YOUR FAVOURITES EVEN BETTER

Reducing sodium by 15% in our potato and appetizer products by 2025

4

HELPING YOU MAKE INFORMED DECISIONS

Providing clear and transparent nutritional information

5

EXPANDING OUR HEALTHIER OFFERINGS

Continuing to innovate and expand our healthier offerings in potato, appetizer, and new product segments



1 Producing good food with recognizable ingredients

OUR COMMITMENT

USING INGREDIENTS CONSUMERS RECOGNIZE, EXPECT, AND ACCEPT, AND EXPLAINING THE USE OF ARTIFICIAL INGREDIENTS WHERE IT IS NOT POSSIBLE TO REMOVE THEM.

Keeping it simple

McCain is famous for delicious French fries, simply prepared from simple ingredients. Using high-quality potatoes that are washed, peeled (unless they are skin-on), cut, prepared, cooked, frozen, and packed. But that's not all we do. Around 25% of our food sales represent other products like vegetables, appetizers, entrées, pizzas, and desserts. As part of our Good Food commitment, we're working towards only using ingredients that consumers recognize, expect, and accept.

In our food production, we use as few ingredients as possible and limit the use of artificial flavours, colours, and preservatives. This is called 'clean labelling' – and it's a priority for us.

Historically, we've taken a regional approach to clean labelling, in line with local regulations and consumer desires. Looking ahead, we'll continue to identify further opportunities for simplifying our products, without compromising on taste or convenience.



DID YOU KNOW?

McCain fries are made with whole potatoes, sourced directly from farmers in the rural communities around our plants.



2 Reducing saturated fat as we eliminate palm oil

OUR COMMITMENT

REMOVING PALM OIL FROM OUR FRYING OPERATIONS FOR MCCAIN-BRANDED PRODUCTS BY 2025

Switching to healthier, planet-friendlier oils

Due to the environmental and societal impact of deforestation, we purchase 100% of our palm oil from *Roundtable on Sustainable Palm Oil* (RSPO) certified suppliers.¹ Our frying operations in North America, Great Britain, Australia, and New Zealand are also already palm-oil free.

In addition to the environmental benefit of removing palm oil, the switch also improves the nutritional profile of the product as saturated fats in palm oil are significantly higher than healthier oil alternatives, such as sunflower oil. As part of our efforts to continuously improve our products' nutritional profile, we will continue to remove palm oil from all our operations.

In our frying processes, we use a relatively small amount of palm oil. In 2018, it represented only 14% of our total oil used globally. We are now working to replace palm oil with healthier oil alternatives, such as sunflower, soy, and canola, to reduce saturated fat across our entire range. Until we achieve this globally, we will continue to purchase 100% of our palm oil from RSPO-certified suppliers.

¹ *Roundtable on Sustainable Palm Oil* (RSPO) provides a rigorous and recognized standard for palm oil production.



DID YOU KNOW?

We began switching from palm to sunflower oil in Continental Europe in 2011. All McCain branded potato products are now prefried in this alternative oil, which has reduced the amount of saturated fat by 75% since we began.



3 Making your favourites even better

OUR COMMITMENT

REDUCING SODIUM BY 15%² IN OUR POTATO AND APPETIZER PRODUCTS BY 2025

Big on nutrition, big on taste

We want to serve customers the delicious food they know and love, while also making our products even better nutritionally.

Globally, we've already eliminated partially hydrogenated vegetable oils from our frying processes, in line with the *World Health Organization* (WHO) recommendations.³

We're currently developing our global Nutrition, Health, and Wellness strategy – looking at best practices from around the world – such as countries where we've been successful in offering healthier products to consumers. In some countries, we've also reformulated existing products to reduce saturated fat and achieve lower sodium levels.

As part of this work, we've made it a priority to better understand the nutritional performance of our global product portfolio. We evaluated the sodium, saturated fat, and total sugar levels in our products and identified opportunities to reduce levels further in some markets. In 2018, we committed to further reducing sodium in our total global potato and appetizer portfolios by 15%² by 2025.

² Sales-weighted average from 2018 baseline.

³ [World Health Organization \(WHO\) Replace trans fat](#) – action package to eliminate industrially produced trans fat from the global food supply.



Despite positive changes in mature and emerging markets, such as Great Britain and China, we saw a 4%² increase in sodium in our global potato portfolio in 2019 and no change in sodium in our global appetizer portfolio. We will continue expanding our sodium reduction efforts across more geographies as we strive to achieve our 2025 target.

We also plan to expand the sales volume of healthier products while increasing fibre, protein, and micronutrients wherever possible.



DID YOU KNOW?

We have reduced sodium content by over 40% on average in our European McCain-branded potato product portfolio since 2011.



HIGHLIGHT

Reductions and ratings down under

In Australia and New Zealand, we've reduced sodium and saturated fat across our potato products, meals, pizzas, and desserts, and introduced healthier, new options. In 2001, we launched the Healthy Choice range with lower sodium and fat contents. In 2014, we expanded it to include wholegrain and vegetarian options, such as the popular and nutrient-rich 'skin-on' fries. All Healthy Choice products score a minimum of 3.5 of a possible 5 stars in the Australian Government's *Health Star Rating* (HSR) system.

Other innovations that provided healthier options include ranges with wholegrains and added protein. We've also developed a range of products that meet the needs of those with diet restrictions (gluten-free, vegan, halal, kosher, etc.).



NEW ZEALAND



AUSTRALIA



Led by our consumers, we're continually investing in innovation, research and development. This enables us to offer healthier, and tastier foods, reduce sodium, and simplify the ingredients in our products."



BETY TOVAR
R&D VICE PRESIDENT
AMERICAS



4 Helping you make informed decisions

OUR COMMITMENT

PROVIDING CLEAR AND TRANSPARENT NUTRITIONAL INFORMATION

Building trust through transparency

As a responsible food manufacturer, we want everyone to enjoy our food and understand the nutritional content of our products.

We actively support voluntary FOP labelling that is based on evidence, consumer insight, marketplace adoption, aligned with public health goals and supported by consumer education. For example in Belgium and France almost all our retail potato products have a Nutri-Score rating of either 'A' or 'B'.

These regionally accepted rating systems provide easy-to-understand nutritional information on our packaging, with links to our website for further details. It's all part of our longstanding commitment to transparency to help customers make positive food choices that support varied diets and healthier lifestyles.



DID YOU KNOW?

In 2006, McCain became the first food manufacturer in the UK to use colour-coded Front-Of-Pack nutritional labelling. Today, 95% of our retail products in the UK carry green (low) or amber (medium) nutritional indicators for fat, saturated fat, sodium, and sugar contents.



HIGHLIGHT

Protecting young consumers

As part of our efforts to promote healthier lifestyles, we do not take part in any advertising, adver-gaming, promotional initiatives, or other communications targeting children under the age of 12.



GLOBAL



5 Expanding our healthier offerings

OUR COMMITMENT

CONTINUING TO INNOVATE AND EXPAND OUR HEALTHIER OFFERINGS IN POTATO, APPETIZER, AND NEW PRODUCT SEGMENTS

Pioneering positive change

As consumers become increasingly health- and planet-conscious, we're exploring the future of food and expanding our product portfolio to include more vegetable, vegan, and gluten-free options.

At the same time as consumer preferences begin to change, we're witnessing critical global health challenges such as rising obesity levels and non-communicable diseases due to malnutrition.⁴ We're combating these global challenges by understanding consumer health and wellness needs and pioneering new and healthier product options.



For example, we've developed specific products to meet the health and wellness needs of school children and people in senior care. One example of this is in Canada, where we've redeveloped 22 potato products with a special focus on lower fat and sodium levels to meet the needs of seniors.

We've also created a Healthcare Resource Guide and recipe database to help healthcare professionals and chefs understand the nutritional benefits of these products, while inspiring new delicious and nutritious meals that taste the way our customers know and love.



⁴ <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases>





Ideas and innovations

Out-of-the-box thinking and agility is key to driving innovation. To help our global teams move at pace, we recently created a virtual Research & Development Centre of Expertise for Nutrition, Health, and Wellness. The centre connects McCain business leaders to functional subject matter experts, consumers, health professionals, governmental bodies, and opinion leaders. By bringing nutrition science, consumer insights, and external trends together, we believe that we can deliver innovative ideas to positively impact diets, the planet, and our business.

Progress through partnership

Throughout this report, we've highlighted the importance of strong partnerships. We've been collaborating with leading academic groups working to promote nutrition and innovation for many years. For example, we're part of the Diet, Nutrition, and Physical Activity committee with *FoodDrinkEurope Task Force*, and work with the *French Institute for Fats and Oils (ITERG)* – an organization that researches how to make oils and fats healthier and more sustainable.

We have a number of team members who lead or are members of bodies driving the future of Food and Nutrition. These include the rotational President of the *Nutrition Policy Committee of the French National Association of Food Industries (ANIA)*, and the rotational President of the *Food Law Committee of the European Potato Processors' Association*. We also engage with the *US Alliance for Potato Research & Education (APRE)*, which is dedicated to advancing the scientific understanding of the role of potatoes in promoting people's health.

Through these partnerships and affiliations, we are furthering nutrition research on potato products and enabling healthier choices via communication and education. We aim for dynamic relationships that strengthen our efforts in ensuring a sustainable, safe, and healthy food future for our customers and consumers.



PRODUCTS

Examples of healthier product innovations from our global portfolio include:



1

Our frozen vegetable lines in Australia, New Zealand, and South Africa come from locally grown produce frozen at its peak to preserve essential nutrients and flavour.



2

Our sweet potato lines in Continental Europe, North America, South Africa, and the UK offer the crispness of traditional fries with the added benefit of micronutrients like beta-carotene.



3

These UK 'skin-on' products retain the rich nutritional value of potato skins and demonstrate our commitment to diversifying our potato offerings.



4

Our Airfryer line in Belgium highlights how we use new cooking technologies such as air fryer ovens that can reduce the overall product fat content.



5

Our Root Vegetable Medley brings a diverse and innovative option to customers around the world.



04 Thriving Communities



OUR COMMITMENTS, APPROACH, & PROGRESS

Co-creating positive change for sustainable livelihoods

In 1957, we opened our first plant in rural New Brunswick, Canada, surrounded by rolling potato hills. As we grew around the world, our approach was the same – to build plants in the heart of rural communities, close to our crops and growers, while also reducing our transport footprint.

Today, nearly all of our 51 plants are located in rural communities – providing rewarding employment opportunities for local people and stimulating rural economies through the purchase of local goods and services. In most of these locations, we are the largest employer and an integral part of the community.

These communities are changing rapidly though. Increasingly, young people are moving to the cities. This poses a threat not only to the long-term sustainability of our growers, but also to our business and our communities.

For us, supporting thriving communities means co-creating positive change for sustainable livelihoods in the communities where we operate. We're working to contribute to the competitiveness, resilience, and long-term development of those communities.

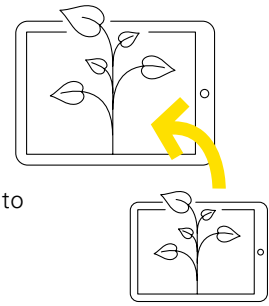


Highlights of our progress in this area of our work

WE MORE THAN

DOUBLED

the number of technologies transferred to growers across markets



INITIATING SIX PUBLIC-PRIVATE PARTNERSHIPS & SOCIAL BUSINESSES IMPROVING THE LIVELIHOODS OF OVER

3,500

women, youth, growers and unemployed community members in India, Colombia, Argentina, Morocco, Belgium, and France



WE INTRODUCED PROGRAMS SUPPORTING YOUNG GROWERS IN

50%

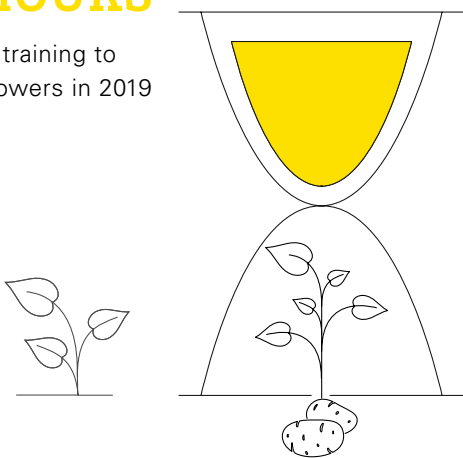
of our growing regions



PROVIDING NEARLY

70,000 HOURS

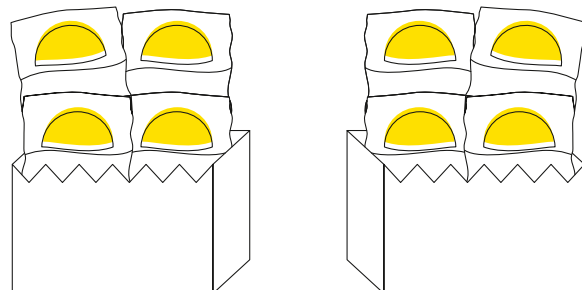
of training to growers in 2019



LONG-TERM

PARTNERSHIPS WITH FOOD BANKS

across multiple regions, providing food to families in need



Three commitments shape our support of thriving communities:

1

FUTURE-PROOFING RURAL LIVELIHOODS THROUGH AGRICULTURAL DEVELOPMENT

Supporting the long-term development of growers with training, knowledge, and technology transfer; offering longer-term contracts and supporting succession planning

2

PARTNERSHIPS FOR COMMUNITY DEVELOPMENT

Continuing to develop public-private partnerships to improve rural livelihoods for at least 10,000 smallholder growers, women, and young people by 2025

3

ENHANCING THE DEVELOPMENT OF MCCAIN TEAM MEMBERS

Equipping our employees in their communities with skills and tools for continuous personal and professional development



1 Future-proofing rural livelihoods through agricultural development

OUR COMMITMENT

SUPPORTING THE LONG-TERM DEVELOPMENT OF GROWERS WITH TRAINING, KNOWLEDGE, AND TECHNOLOGY TRANSFER; OFFERING LONGER-TERM CONTRACTS AND SUPPORTING SUCCESSION PLANNING

We have been fostering long-term relationships with growers for decades, focusing on building trust through direct contact and support. Around the world, we work with thousands of growers, ranging from smallholder farms in India to family-run farms in Europe to corporate farms in China. Whatever the size of farm, we like to think of our growers as an extended part of the McCain family. Approximately 50% of our growers have worked with us for more than a decade, allowing us to focus on both the annual crop and their future success.

Around the world, there are growing concerns about the long-term economic viability of farms and the availability of growers to manage them. We've been working on a number of initiatives to ensure both the success of our existing McCain growers and developing growers of the future.

Financial Stability

We offer multi-year contracts that enable financial planning for growers over a longer period. We're also supporting our growers with alternative potato varieties that are more resilient and pose fewer growing risks, meaning more stable and reliable incomes.



DID YOU KNOW?

18% of our growers globally are under the age of 35, up from less than 5% in 2014.

Training & Development

We support our grower partners through the transfer of knowledge and technology. In 2019, nearly 70,000 hours of training was delivered by our 260 agricultural team members.

Future Farmers

The question of succession planning is an important one for growers, and vital for the future of farming. In addition to helping our growers' succession plan, we also work with many industry bodies to help inspire the next generation of farmers.

Future Modelling

We initiated a global research project in partnership with an Emeritus Professor from Wageningen University & Research in the Netherlands. The project will further our understanding of how weather changes in the next 30 years might affect our grower partners. By gaining these important insights, we're ensuring we can secure the sustainable future of potato farming.





COLOMBIA

HIGHLIGHT

Improving rural livelihoods in Colombia with Campo Vivo

Public-private partnerships are a great way to drive positive and lasting change in rural communities. In 2014, we forged a partnership with Nobel Prize-winning Professor Muhammad Yunus to launch the social business '[Campo Vivo](#)' in Colombia – one of our key growing regions in Latin America.



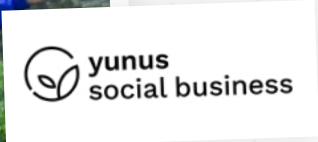
DID YOU KNOW?



In the first five years, Campo Vivo delivered over 3,300 hours of training and aided over 450 plantations across 11 municipalities. The project has reached 685 families, benefiting approximately 2,300 people.

Campo Vivo strives to improve the livelihoods of local smallholder farmers and their families. It provides education and support services to increase their yields, improves their market access by supporting the commercialization of their products, and helps them develop higher and more stable incomes for their families. It also strengthens the community by fostering associations among the farmers.

After the first five years of positive social impact, Campo Vivo changed its business model to become more sustainable. To take Campo Vivo to the next level, McCain and the German investment and development institute (DEG) developed a three-year public-private partnership to scale up the positive impact on Colombian smallholder farmers.



2 Partnerships for community development

OUR COMMITMENT

CONTINUING TO DEVELOP PUBLIC-PRIVATE PARTNERSHIPS TO IMPROVE RURAL LIVELIHOODS FOR AT LEAST 10,000 SMALLHOLDER GROWERS, WOMEN, AND YOUNG PEOPLE BY 2025

In developing countries like Colombia, India, and Argentina, McCain has partnered with development agencies, NGOs, and community organizations to improve the livelihoods of smallholder growers, empower women, and provide training for unemployed youth (see pages 45 to 46).

Our partnerships and programs support entrepreneurship, job creation, and skills development, helping to strengthen local communities and economies. In each case, we tailor our efforts to specific needs and challenges. For example, in some areas we focus on equipping young people with the knowledge, outlook, and skills required for future employment. In others, we address gender inequality issues, working to improve opportunities for women and adolescent girls through training and education. We also work in partnership with Food Banks across 11 countries to help alleviate food poverty amongst, the most vulnerable in our communities.



DID YOU KNOW?

McCain Foods global community development projects have positively impacted the livelihoods of more than 3,500 people across the world.



Education and training are important tools to unlocking human potential, promoting equality, and offering new possibilities to improve livelihoods in rural areas."



**FRANCOIS TASMOWSKI
SR. DIRECTOR
GLOBAL SUSTAINABILITY**



HIGHLIGHT

Broadening horizons for community youth in Argentina

Access to local high-quality education is a vital ingredient to retaining young people in rural areas. In 2017, we launched a partnership called Sembrando Futuro ('sowing for the future') in the community around our plant in Balcarce, Argentina.

The program helps 17- to 24-year-olds learn about future careers and equips them with skills, training, and professional guidance.

Through a series of workshops, participants work through a staged program, led by McCain employees from different business areas. The program was co-developed by the educational non-governmental organization, *Forge*.

To date, 120 young participants have taken part in Sembrando Futuro, each benefiting from 260 hours of training, and coaching in personal and technical skills. By helping young people engage with working culture and develop the mindset, knowledge, and competencies required by today's labour market, the program is making a vital contribution to community development and forming real connections for future generations.



ARGENTINA



FORMACIÓN Y TRABAJO
para jóvenes





Empowering women in India with Project Shakti

As a global business, McCain recognizes that each local community faces its own unique social and economic challenges. One such challenge in India is the significant gender inequality issue faced by women.

In 2017, we established Project Shakti in India with the *Arupa Mission Research Foundation*.¹ The project originated in the village of Baliyasan, close to our Mehsana plant.

Project Shakti aims to drive social change and improve the livelihoods of women and adolescent girls, particularly by addressing gender inequality.

The project lends money to women to help cover the costs of schooling and medical treatment and supports them with setting up small enterprises, such as selling snacks or running beauty parlours. Additionally, a village knowledge centre was set up to provide women and the wider community with access to computer technology.



DID YOU KNOW?

Before Project Shakti, only 10% of participating women had a bank account. Today 82% of the women and adolescent girls in the area manage their own bank account.

The project stimulates entrepreneurship and supports skills development and knowledge transfer. Since 2017, more than 295 women and adolescent girls have received training on women's rights, health, and entrepreneurship, including financial literacy.

Following the success of the pilot, we have extended this project to two new villages: Ambaliyasan and Bhasariya, in the state of Gujarat.

DID YOU KNOW?

Of the women trained by Project Shakti, at least 40 have already increased their income, from various small enterprises.



¹ arupamission.org

3 Enhancing the development of McCain team members

OUR COMMITMENT

EQUIPPING OUR EMPLOYEES IN THEIR COMMUNITIES WITH SKILLS AND TOOLS FOR CONTINUOUS PERSONAL AND PROFESSIONAL DEVELOPMENT



We're proud of the rural communities where we operate and many of our employees live and work. We believe that the more skills we can provide our employees, the more this benefits those communities in turn.

As technology evolves, the digitization and mechanization in our plants increases. This provides many opportunities for our plant employees to develop new skills and responsibilities. We provide close to 200,000 hours of training each year, but we recognize that formal training is just a small part of personal development and offer many more opportunities for 'on-the-job' learning.

In 2017, we launched a new global training program called 'Managing for Daily Improvement'. This program focuses on personal responsibility and accountability, leading to increased confidence and increased problem-solving abilities. Starting with individual skill development and problem-solving, the program evolves to group problem-solving, and finally daily leadership and direction setting. The program has deployed in 37 of our plants around the world.

Globally, we have also increased the number of apprenticeship, traineeship, and internship programs that help young people from diverse communities access career opportunities in manufacturing, agriculture, and business.



Global Agriculture Internship Program 2019 participants



HIGHLIGHT



Bridging the skills gap through a UK youth apprenticeship program

With growing global skills shortages, we're helping to inspire and support young people to develop skills in critical roles. A great way to do this is through apprenticeships, and we offer a number of apprenticeship programs around the world.

In the UK, the team identified a future skills gap in engineering – a role critical to our plants. They developed a paid engineering apprenticeship program that helps provide practical learning while fully subsidizing their formal education.

This program – 80% practical and 20% theoretical – allows young workers to learn from McCain mentors. Skilled professionals and seasoned engineers pass on their knowledge and experience while guiding the young participants through their apprenticeships, from beginning to end.

Programs like this promote marketable skills training, enrich the lives of tomorrow's workforce, and allow young careers to flourish within our communities.



"Without this kind of support, I wouldn't be able to get the level of education I have now. I wouldn't be able to afford it by myself."



RYAN MOORE
FORMER APPRENTICE,
CURRENT SHIFT ENGINEER,
AND CHARGE-HAND



Thriving Communities Data Tables

FUTURE-PROOFING RURAL LIVELIHOODS THROUGH AGRICULTURAL DEVELOPMENT

INDICATOR	2017	2019	PROGRESS
Number of training hours and knowledge transfer to growers	71,194	69,936	-2%
Number of technologies transferred to growers	146	237	+62%

PARTNERSHIPS FOR COMMUNITY DEVELOPMENT & COMMUNITY GIVING

INDICATOR	2017	2019	PROGRESS
Cumulative number of beneficiaries of community programs (estimated)	N/A	>3,500	New target (10,000 by 2025)

ENHANCING THE EMPLOYABILITY OF MCCAIN WORKERS

INDICATOR	2014	2017	PROGRESS
Number of annual employee training hours	>150,000	>230,000	+50%
Number of apprenticeships, traineeships, and internships offered by McCain	125	240	+92%



05 Strong Foundations



OUR COMMITMENTS, APPROACH, & PROGRESS

As a family business, we've been guided by a set of family values for decades.

Our family is made up of over 22,000 people around the world, on which our business is built.

From the beginning, the McCain founders had a simple belief that good ethics is good business. Over the years, this belief has helped us to define who we are, what we do, and how we do it.

Our Strong Foundations are our foundational commitments to our employees, which include safety, inclusion, ethics, and security.

Due to the impact of COVID-19, we've been adapting our operations to ensure the absolute safety of our people at all times. This report summarizes data from pre-COVID-19. The comprehensive approach we have taken to safety during this time will be detailed in our next report.

We will continue improving our strong foundations through the following commitments:

1

SAFETY

Targeting zero incidents at work

2

INCLUSION

Striving towards inclusion across the workforce

3

ETHICS

Zero tolerance for corruption or human rights abuses

4

SECURITY

Fair compensation for all McCain employees



1 Safety

OUR COMMITMENT

**TARGETING ZERO
INCIDENTS AT WORK**

'Nothing we do is worth getting hurt for.' It's a phrase used frequently at McCain, where safety is our number-one employee priority.

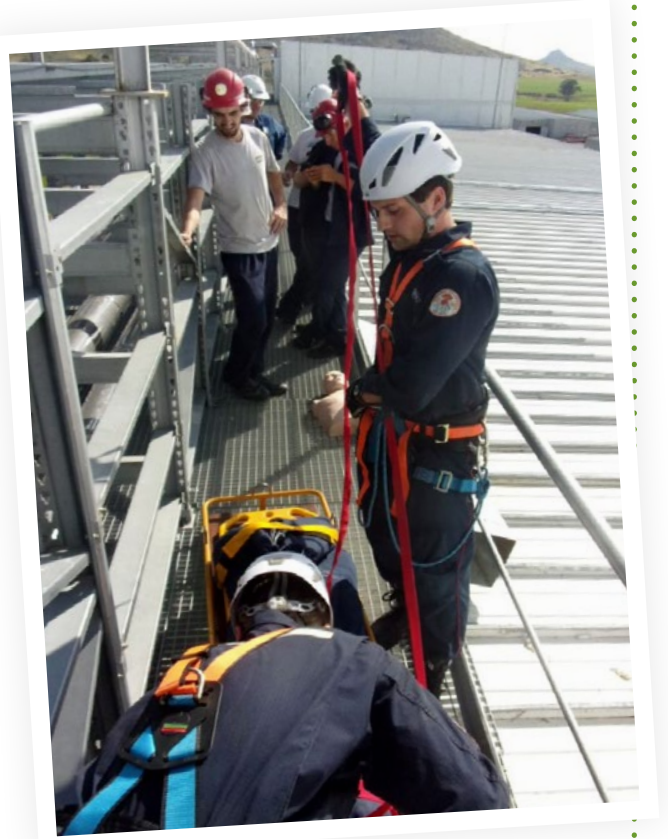
Our dedication to safety has been industry-leading over the past five years, with a total incident rate (TIR) consistently below 1.00. In 2018, our TIR was 0.53, down 40% from 0.88 in 2014. But this is still not good enough. We want to ensure that everybody goes home safely to their families and friends at the end of their working day or night.

Last year we began a comprehensive five-year safety program, supported by significant investment, to achieve our target of zero incidents. We look forward to reporting on our actions and progress as this deploys in full.

DID YOU KNOW?

47% of our locations achieved a TRIR of zero for the last 12 months¹

¹ In 2019, we changed our reporting methodology from Total Incident Rate (TIR) to the more comprehensive Total Recordable Incident Rate (TRIR). 54 of our 114 locations, which include plants, offices, R&D, and other facilities, achieved zero TRIR.



Employee safety training exercise

Throughout COVID-19, safety has continued to be our number-one priority. Our comprehensive approach will be detailed in our next report.



2 Inclusion

OUR COMMITMENT

STRIVING TOWARDS INCLUSION ACROSS THE WORKFORCE

With over 22,000 employees in our global McCain family, we know that a diverse workforce enhances our competitive advantage. Celebrating our unique differences and putting them to good use across the company drives growth, inspires creativity, and sparks innovation.

Improving gender diversity has been a key initial focus of our global diversity and inclusion program. Between 2016 and 2019, we achieved a three-point increase in women in our male/female ratio for Director level and above positions. In 2017, we launched a Global Diversity & Inclusion Council and organized a wide range of training events (see page 55) around the world to raise awareness and share best practice.

We encourage the formation of Employee Resource Groups (ERGs) to help address and listen to the needs and voices of under-represented employee groups. In 2019, seven new ERGs were active.



Despite progress in these areas, we know there are more opportunities for diversity and inclusion in gender, ethnicity, disabilities, and other under-represented employee groups. We have action plans and task forces to address specific issues raised by employees. We are working to build a culture that we are all proud to be part of, a place where we celebrate people for who they are, and where every individual is supported and enabled to reach their full potential.



DID YOU KNOW?

Organizations with diverse and inclusive cultures are six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes.²



² [The diversity and inclusion revolution](#), Deloitte Review, Issue 22, January 2018

HIGHLIGHT

Promoting greater diversity and inclusion

Since launching our Diversity & Inclusion strategy, we have organized a wide range of diversity and inclusion training events:

- Over 755 McCain employees took part in Unconscious Mind workshops across five regions, allowing the participants to consider their unconscious biases and how these can unintentionally influence an action.
- 'You Inc.' is a women's leadership development program, offering an all-day training session for women to build on personal strengths and improve their executive impact.
- Women's Coaching Circles attracted 210 participants across five regions.

In 2019, multiple leadership and awareness programs and workshops continued with increasing importance, attracting 1,357 participants – up from 702 in 2018.



Our US Women In Commercial (Sales & Marketing) Employee Resource Group discussing career development and personal growth.



GLOBAL



Congratulations to the McCain India team, who recently won the Best Corporate CSR Award at the Sandvik India Gender Awards 2019!



Celebrating World Day for Cultural Diversity



3 Ethics

OUR COMMITMENT

ZERO TOLERANCE FOR CORRUPTION OR HUMAN RIGHTS ABUSES



We expect nothing less than ethical and lawful conduct throughout our operations, and we engage with our suppliers and the wider industry to encourage positive change. We must all respect human rights and work to prevent corruption, bribery, harassment, discrimination, and forced or child labour.

We're continually improving our systems and processes to ensure we understand and manage our risks effectively. Our Code of Conduct requires all employees to provide a safe, respectful, and inclusive environment. We do not tolerate bias, discrimination or harassment of any sort. We encourage employees to report behaviour they consider disrespectful or unethical to our Human Resources department or Legal team, or to a confidential third-party hotline.

We have introduced online modules to deliver and track the completion of new employee training. We require all employees to complete annual refresher training to recertify themselves under our Code of Conduct.

Our Supplier Code of Conduct requires suppliers to adopt all necessary measures to ensure compliance with applicable legal requirements and prohibits any type of forced or compulsory labour, child labour, discrimination, inhumane treatment, abuse, or harassment.



We're committed to the principles of ethical and lawful conduct, and we adhere to these through fair and transparent business dealings."



**CHAD HUTCHISON
CHIEF LEGAL OFFICER**

4 Security

OUR COMMITMENT

FAIR COMPENSATION FOR ALL MCCAIN EMPLOYEES

Our employees are part of the McCain global family, with many having worked for us for decades. We value these long-term connections. All employees must have income security in the form of fair compensation for their valued work. By this, we mean a wage and benefits that enable employees to afford a decent standard of living for themselves and their family.

In 2019, we conducted a survey comparing McCain wages with the Living Wage, a benchmark provided by the Fair Wage Network database. The results demonstrated that more than 95% of our employees have a wage equal to or higher than the Living Wage benchmark for their respective country. The analysis also showed that we offer access to health and retirement benefits beyond government minimum standards in the majority of countries where we operate.

We have also begun a global review of manufacturing pay to assess our market competitiveness and gender pay practices in all our plant locations. Preliminary results demonstrate that, on average, we are paying competitively to market. However, there is always scope for improvement.



We just completed a significant transformation of HR, making it more efficient and consistent in how we deliver programs and services globally.

“ Fair compensation is about paying workers enough so that they can cover the basic costs required for a dignified, healthy life.”



ALISON DEMILLE
CHIEF HR OFFICER



06 Governance, Engagement & Reporting

OUR COMMITMENTS, APPROACH, & PROGRESS

This is the first report on our Global Sustainability Strategy, commitments, and progress. As a family-owned business, we welcome this opportunity to share and engage on our sustainability vision and goals for the future. By publishing our intentions and progress so far, we aim to encourage greater dialogue and co-creation of solutions to global challenges.

Ensuring that our governance structure, stakeholder engagement and reporting helps to build our knowledge and capacity to deliver on our ambitions, is a priority for us. Since 2018, we have made several changes to our governance structure to support the success of our sustainability strategy and drive continual performance improvement. We have also formalized our annual external stakeholder engagement to ensure for regular feedback on our approach and progress.

We continue to invest in data systems and refine reporting methodologies to ensure consistency and alignment with best practice. In preparing this report, we have referred to the leading standard for sustainability reporting, the GRI Standards. To ensure the accuracy and reliability of our CO₂ emissions data, we have sought third-party assurance.

Reporting on our progress will be an important part of our journey. We aim to release a sustainability report every two years, in addition to sharing more regular updates on our progress.



Our governance

Supporting implementation of our strategy

Our governance structure supports the success of our sustainability strategy. Our sustainability team reports directly to our Chief Growth Officer, who co-hosts our Global Sustainability Steering Committee together with our Chief Executive Officer. We call this our Be Good. Do Good. Steering Committee.

We have also established a Safety and Sustainability Board Committee. At a regional level, we have a sustainability project manager responsible for key emerging markets

(Colombia, South Africa, India, and Argentina) and either dedicated sustainability leaders or cross-functional sustainability committees are in place in key developed markets (Great Britain, Continental Europe, Australia, Latin America, and North America). This structure enables us to continuously improve regional performance as well as explore how we incorporate sustainability considerations into our commercial, manufacturing, sourcing, and innovation activities.



Our stakeholders & materiality

Becoming a sustainable business

As a responsible business, we want our Global Sustainability Strategy to reflect the views of our stakeholders and address the issues that matter. To this end, our plans have been shaped by in-depth stakeholder engagement and a detailed materiality review.

Engaging our stakeholders

In 2018 and 2019, we entered into dialogue with a diverse group of our external stakeholders around a key question: 'What does it take to become a leader in sustainability?' Their responses revealed that we should:

- Commit to sustainability as an integral part of our corporate purpose and strategy
- Include our value chain partners and aim to forge partnerships up and down the value chain
- Align with global standards (e.g. *Science-Based Targets*)
- Be transparent about our strengths as well as our opportunities to improve
- Measure impact rather than output
- Develop a robust internal change management and engagement process.



Identifying our key issues

By identifying material issues, we focus on our biggest and most relevant sustainability challenges and opportunities. To do so, we reviewed a range of topics and assessed their importance to society and our business. In addition to our stakeholder consultation, we carried out external research, conducted a competitive benchmark against corporate peers, and analyzed industry trends.

This materiality assessment enabled us to prioritize key issues, as shown in the matrix below (in line with GRI guidance). It also helped us map our alignment with the Sustainable Development Goals (SDGs) (see page 61), and, most crucially, to develop our sustainability strategy (see page 4).

We will review these priorities regularly to ensure our Global Sustainability Strategy, commitments, and reporting continue to be relevant, interesting, and valuable to our stakeholders.



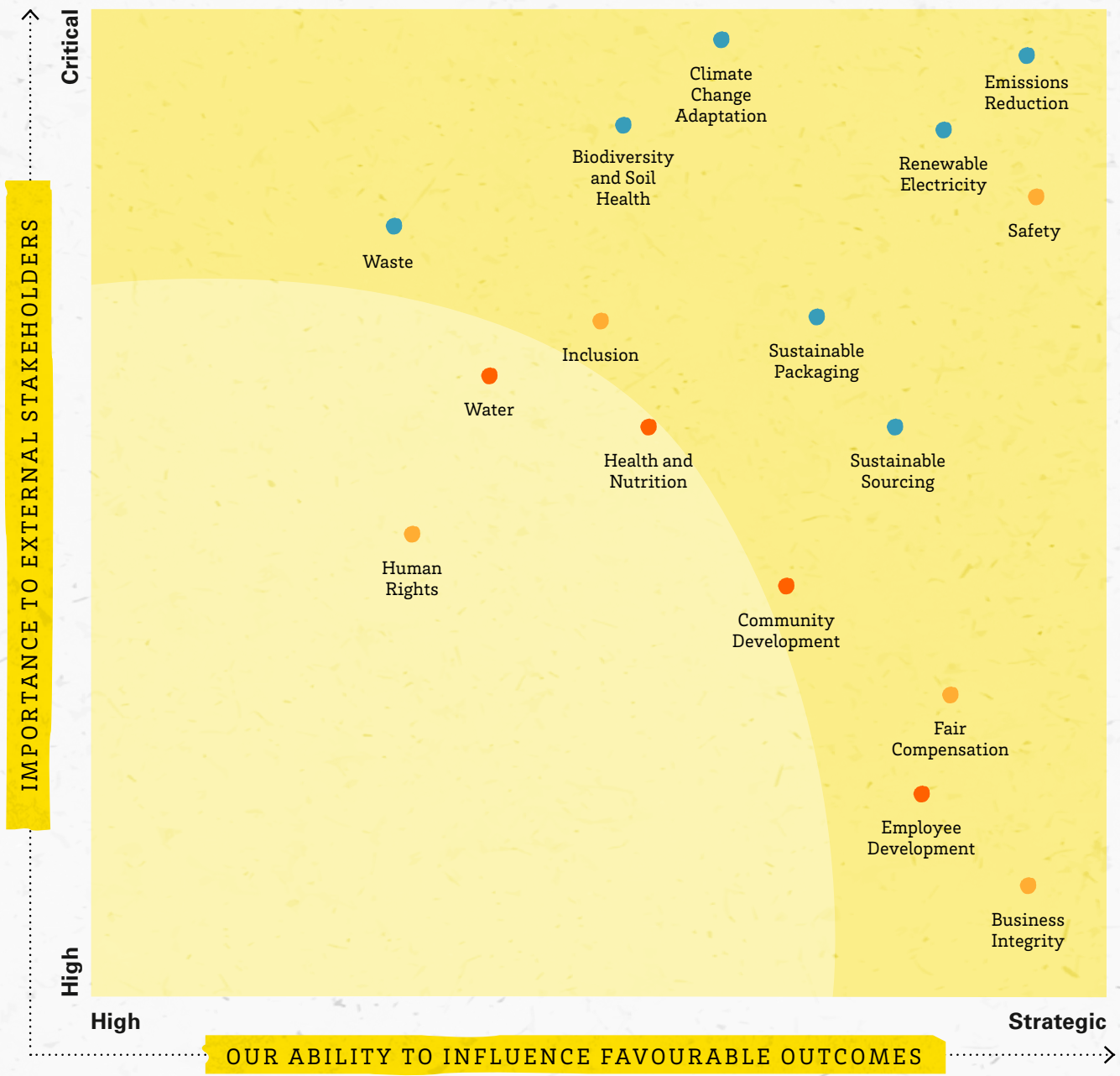
Materiality matrix

Focusing on issues considered most material to the nature of our business

While all of these issues are important to us, we have identified as global priorities those where we believe we can have the most positive impact.

Global Priority
 Global Standard
 Continuous Improvement

These are complemented by continuous improvement commitments and underpinned by our strong foundations commitments towards employees.



McCain Foods & the Sustainable Development Goals

Aligning our commitments to global targets

Our Global Sustainability Strategy has been aligned to global efforts to tackle the major sustainability challenges of our time. In particular, we've mapped our key activities against the [Sustainable Development Goals](#) (SDGs), to which we believe we can make a positive contribution.

For McCain and our stakeholders, the SDGs provide a global vision for resolving issues that impact our growers and rural communities, customers, consumers, employees, and NGO partners. As such, they provide a strong guiding principle for our journey.

In 2019, we reviewed where our work aligns with the 17 goals, and identified seven goals where we can maximize our resources and relationships to greatest effect. See page 62 for an overview of our alignment.



// The Sustainable Development Goals (SDGs) ... are a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity."

UNITED NATIONS
DEVELOPMENT PROGRAMME



SUSTAINABLE DEVELOPMENT GOALS

By delivering our Global Sustainability Strategy, McCain aims to make a positive contribution to these seven global goals. We've summarized our key contributions here, and each section of this report includes more detailed information.

LEGEND



**SMART & SUSTAINABLE
FARMING**



**RESOURCE-EFFICIENT
OPERATIONS**



GOOD FOOD



**THRIVING
COMMUNITIES**



**STRONG
FOUNDATIONS**



Partnerships & Collaborations

We strongly believe that partnerships and multi-stakeholder collaborations are key to achieving a more sustainable planet. Highlighted here are a few of our partnerships and affiliations.



SMART & SUSTAINABLE FARMING

OP2B

Coalition that takes tangible actions to develop innovative solutions aimed at protecting and enhancing biodiversity in agricultural systems.

op2b.org

POTATO SUSTAINABILITY ALLIANCE

PSA is a collective of potato industry stakeholders who seek voluntary certification for sustainability through training, yearly surveys, and audits based around all areas of farm management.

potatosustainability.org

GLOBALGAP

A global organization that sets voluntary standards for the certification of agricultural products around the globe for safe, sustainable agriculture worldwide.

globalgap.org



RESOURCE-EFFICIENT OPERATIONS

SCIENCE-BASED TARGETS INITIATIVE

The SBTi helps companies set emissions reduction targets in line with the Paris Agreement, and certifies those targets.

sciencebasedtargets.org

ELLEN MACARTHUR FOUNDATION + NEW PLASTICS ECONOMY

The Ellen MacArthur Foundation is a global think tank that emphasizes the need for circular, regenerative, and zero waste economies around the world.

ellenmacarthurfoundation.org

RE100

RE100 is a global corporate leadership initiative that brings together influential businesses committed to 100% renewable electricity. Its purpose is to accelerate change towards zero carbon grids, at global scale. We intend to join RE100 in 2020.

there100.org



GOOD FOOD

CONSUMER GOODS FORUM

CEO-led organization helping the world's retailers and consumer goods manufacturers to collaborate in order to secure consumer trust and drive positive change, including greater efficiency.

theconsumergoodsforum.com

ROUND TABLE ON SUSTAINABLE PALM OIL

RSPO unites stakeholders from the seven sectors of the palm oil industry to develop and implement global standards for sustainable palm oil.

rspo.org

US ALLIANCE FOR POTATO RESEARCH & EDUCATION

APRE is dedicated to advancing the scientific understanding of the role potatoes play in promoting the health of all people.

apre.org



THRIVING COMMUNITIES

DEG

DEG is a German investment and development agency offering financing, advice and support to private sector enterprises operating in developing and emerging-market countries.

deginvest.de

FORGE

The Forge Foundation is a non-profit organization which helps low-income Latin American youths gain access to quality jobs.

foundationforge.org



About this report

This report details the Global Sustainability Strategy, commitments, and performance of McCain Foods Limited (McCain). It covers all parts of the business owned and under the operational control of McCain Foods, excluding our transportation subsidiary Day & Ross, and recent acquisitions.

Unless otherwise stated, performance data includes our acquisitions Kitchens of Sara Lee, CêlaVita and Lutosa. Acquisitions not currently included are Infinity, Great American Snacks, Van Geloven, Royaan, Swinkels and Forno di Minas. A particular area of focus for McCain Foods is our agricultural supply chain. We have included supply chain data, for agriculture and other areas, where it is available and sufficiently robust.

McCain's reporting period is our fiscal year (01 July to 30 June). This report includes performance data for the fiscal year 2019 (01 July 2018 to 30 June 2019) and previous fiscal years, where relevant.

All currency reported is in Canadian Dollars (CAD) unless otherwise stated.

Aligning with global standards

This report has been prepared with reference to the [GRI Standards](#); specifically this material references Reporting Principles for defining report content and quality as set out in GRI 101: Foundation 2016 and Disclosures 103-1, 103-2 and 103-3 from GRI 103: Management Approach 2016. Our GRI Content Index is available [here](#).

External Assurance

McCain sought external assurance of our CO₂ emissions data in 2019, to support our setting of ambitious CO₂ reduction targets for 2030 and in preparation for this report. BSI conducted limited assurance of our 2017-2019 CO₂ emissions inventory and our alignment with ISO 14064. Their statement is available [here](#). We will consider expanding the scope of our external assurance in future years.





Be Good. Do Good.

By following our Global Sustainability Strategy, we aim to prepare ourselves for the challenges of the future, continue to grow while reducing our environmental impact, and answer to the evolving needs of our key stakeholders.

We are at the beginning of our journey and will continue to grow as a responsible modern business over the coming years. This Be Good. Do Good. report is a vital part of that process. We look forward to hearing your thoughts on our sustainability commitments, progress, and this report and we welcome feedback to sustainability@mccain.com