



This Sustainability Report outlines the progress made across our environmental, social and governance (ESG) pillars during the year.

Within the environmental pillar, we have maintained our focus on our three strategic initiatives: operating sustainably, fit for the future products, and responsible sourcing and supplier engagement. Together, these initiatives have delivered strong progress and continue to support our ambition to drive sustainable growth while delivering positive impacts across our value chain.

Our impact on the environment

90.0%

Renewable electricity

74/100

EcoVadis Score

3,867

Scope 1 and 2 emissions saving (tonnes CO₂e)
(26.0% reduction)

2.7%

Reduction in emissions intensity (kg CO₂e per unit sold) – all scopes

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We have continued to embed sustainability within our divisional and Group strategies during the year, ensuring it remains a core consideration in decision making and long-term value creation. A key enabler of this progress has been our continued investment in Carbon Literacy® and climate awareness training, which has significantly enhanced colleague engagement and strengthened understanding of our climate-related targets and transition plans.

Helen Herd

Group Head of Sustainability

Our approach

Sustainability considerations are embedded across our divisional business strategies, ensuring that environmental, social and governance factors are integrated into decision making and long-term business planning. Our approach is informed by our materiality assessment covering our operations, stakeholders and markets.

We recognise that addressing climate change is fundamental to maintaining our long-term relevance, resilience and competitiveness. We have an important role to play in supporting the transition to a lower-carbon economy, through the products we design and manufacture, the way we operate our business and our engagement with colleagues, suppliers and customers.

Our plans are aligned with the Sustainable Development Goals adopted by all United Nations member states in 2015 as part of the 2030 Agenda for Sustainable Development.



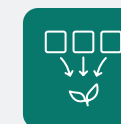
Our sustainability initiatives are:



Operating sustainably



Fit for the future products



Responsible sourcing and supplier engagement

These three initiatives continue to underpin our climate transition over the next five to ten years.

Our impact on the environment continued

EcoVadis rating performance

Reflecting the Group's ongoing efforts, our sustainability performance has been independently validated by EcoVadis during the reporting year.

McBride has achieved a **Silver** EcoVadis Medal with a score of **74/100**, placing the Group in the **88th percentile** of all companies assessed by EcoVadis worldwide.

This places our sustainability management system within the top 12% of companies assessed globally – a direct result of dedicated cross-functional collaboration and contributions from all stakeholders across McBride.



Our approach continued

Reflecting the strategic importance of sustainability, our priorities continue to be overseen by a cross-functional Sustainability Committee, chaired by the CEO and reporting directly to the Board. The Committee is responsible for shaping and monitoring the delivery of our sustainability strategy and ensuring sustainability considerations are integrated across the Group.

Central to this governance framework is the Group Head of Sustainability, who leads the delivery of our science-based climate commitments and works closely with our divisions, customers and supply chain partners to drive meaningful progress against our targets and transition plans.

Measuring internal progress on our climate targets

In 2021, we first established our baseline corporate carbon footprint in partnership with ClimatePartner®, gaining a comprehensive understanding of our Scope 1, 2 and 3 emissions. Our carbon footprint continues to be independently calculated in accordance with the GHG Protocol and includes all manufacturing sites.

The hotspots identified in 2021 remain relevant today:

- Scope 3 emissions from our purchased goods;
- Scope 3 emissions from upstream and downstream transport; and
- Scope 1 and 2 operational emissions resulting from our energy mix and consumption.

The majority of our greenhouse gas emissions continue to arise from Scope 3, reflecting the significant contribution of the raw materials used in our product portfolio, particularly packaging and chemicals. Our chemicals portfolio represents the single largest contributor to our overall carbon footprint.

During 2026, we continued to make progress in reducing our carbon footprint. Compared to 2025, our overall absolute emissions decreased by 2.7%, driven by a 26.0% reduction in Scope 1 and 2 emissions and Scope 3 emissions reducing by 2.4%.

Against our recalculated 2021 baseline, total emissions in 2026 are 1.8% lower, with Scope 1 and 2 emissions reducing significantly by 59.9% and Scope 3 emissions lower by 0.3%. These reductions have been achieved despite continued growth in our business.

Since 2021, the volume of chemicals and packaging has increased by approximately 10% and the total weight of goods and consumer units sold has increased by a similar amount. Our actions have prevented emissions from increasing in line with business growth over the last five years, with carbon intensity improving by between 10% and 11% depending on metric.



Growing the business while lowering carbon intensity: we have reduced our emissions despite our increased production volumes since 2021, with carbon intensity metrics 10% lower.

Helen Herd

Group Head of Sustainability

Our impact on the environment continued

Measuring internal progress on our climate targets continued

2026 corporate carbon footprint

		% change from 2021 to 2026	% change from 2025 to 2026	2026	2025 ⁽¹⁾	2021 ⁽¹⁾
Emissions (tonnes CO ₂ e)	Scope 1	5.0%	0.4%	8,699	8,665	8,282
	Scope 2	(87.9)%	(62.6)%	2,330	6,231	19,190
	Total Scope 1 and 2	(59.9)%	(26.0)%	11,029	14,896	27,472
	Scope 3 excluding usage ⁽²⁾	(0.3)%	(2.4)%	1,082,063	1,109,089	1,085,835
	Scope 3 excluding raw materials and packaging	7.4%	(1.5)%	209,747	213,029	195,317
	Total all scopes not including usage⁽³⁾	(1.8)%	(2.7)%	1,093,092	1,123,985	1,113,307

2026 corporate carbon footprint intensity measures

		% change from 2021 to 2026	% change from 2025 to 2026	2026	2025 ⁽¹⁾	2021 ⁽¹⁾
Intensity of products purchased	Weight of products bought (tonnes)	11.1%	(1.8)%	452,914	461,012	407,614
	Emissions intensity (tonnes CO ₂ e per tonne purchased) – all scopes	(11.7)%	(1.2)%	2.41	2.44	2.73
Intensity of products sold	Weight of products sold (tonnes)	8.6%	(2.5)%	933,647	957,101	859,448
	Emissions intensity (tonnes CO ₂ e per tonne sold) – all scopes	(10.0)%	0.0%	1.17	1.17	1.30
Intensity of products sold	Number of products sold	9.5%	(0.2)%	1,021,086,063	1,023,006,102	932,210,031
	Emissions intensity (kg CO ₂ e per unit sold) – all scopes	(10.1)%	(2.7)%	1.07	1.10	1.19

This year we have focused on three intensity measures:

1. Intensity of products bought (weight of chemicals and packaging).
2. Intensity of products sold by weight.
3. Intensity of consumer units sold.

Carbon intensity measures provide further evidence of improved environmental efficiency and are good indicators of progress for a growing organisation. In 2027, we will refine our intensity measure and select the most appropriate.

These results show that the business is producing and selling more consumer products whilst generating proportionally fewer emissions, demonstrating improved carbon efficiency across our value chain.

McBride has successfully grown volumes by approximately 10% since 2021, whilst reducing emissions intensity by around 10% and cutting Scope 1 and 2 emissions by almost 60%.

(1) Scope 3 and total emissions data has been restated to reflect the latest changes in SBTi calculation methodology and most recent updates in emission factors.

(2) Supply chain emissions only. McBride is exempt from calculating emissions associated with the use of the product.

(3) Total emissions for energy in 2026, including Scope 1, 2 and 3 emissions, of 15,667 tonnes relates to 1,152 tonnes for the UK (7.4%) and 14,515 tonnes for the Rest of the World (92.6%). The Group's total energy consumption for 2026 of 134.9 million kWh relates to 17.9 million kWh for the UK (13.3%) and 117.0 million kWh for the Rest of the World (86.7%).

Our impact on the environment continued

McBride targets

In October 2024, McBride's science-based targets were validated by the SBTi, requiring the Company to focus on its operations, product development and supply chain.

A summary of our current progress in relation to our targets is shown in the following table.

Science-based targets

Target	2026 result	Status				Target year
Scope 1 and 2 emissions – 66.3% reduction versus 2021.	59.9%	Not met	In progress	On track	Exceeded	2033
Scope 3 emissions – 82.5% of our suppliers by emissions, covering goods and services, to have science-based targets.	On track	Not met	In progress	On track	Exceeded	2029

Additional targets

Target	2026 result	Status				Target year
Improvement in the Group's energy efficiency, with kWh per tonne of production decreasing from 153 kWh/tonne in 2021 to 130 kWh/tonne by 2033.	136.0	Not met	In progress	On track	Exceeded	2033
100% of the electricity used in our operations is from renewable sources.	90.0%	Not met	In progress	On track	Exceeded	2033
All polyethylene packaging for the Group's contact-sensitive products must contain a minimum of 10% PCR content.	4.5%	Not met	In progress	On track	Exceeded	2030
All plastic packaging used by the Group must contain a minimum of 35% PCR.	29.7%	Not met	In progress	On track	Exceeded	2030



Operating sustainably

Throughout 2026, our site Energy Champions continued to meet regularly to exchange knowledge, share best practices and identify opportunities to reduce energy consumption across the business. Eight of our manufacturing sites continue to use energy monitoring software and sensors to track electricity consumption in real time, supporting targeted improvement initiatives and helping to deliver ongoing gains in energy efficiency.

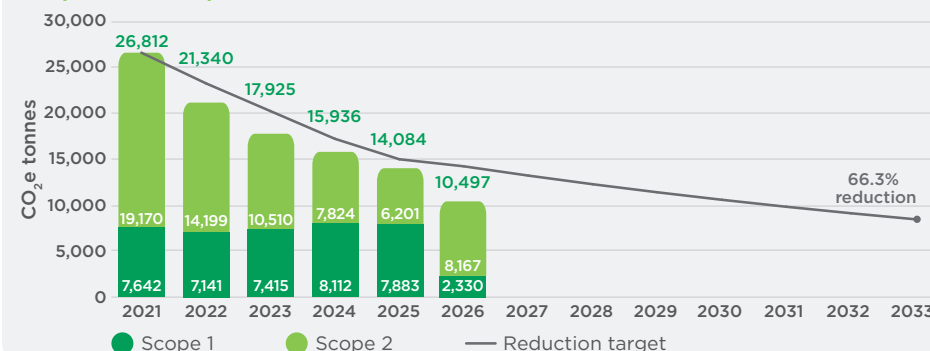
The charts on this page illustrate our progress against our energy efficiency and renewable electricity objectives and relate solely to site energy consumption. During the year, McBride increased the proportion of electricity sourced from renewable energy from 80.5% to 90.0%, representing further progress towards our long-term target.

Our energy efficiency performance also remained strong. Against the straight-line target of 139.6 kWh per tonne of production, we achieved 136.0 kWh per tonne across the Group. While this is broadly consistent with the previous year, it exceeds our target and keeps us on track to achieve our 2033 ambition.

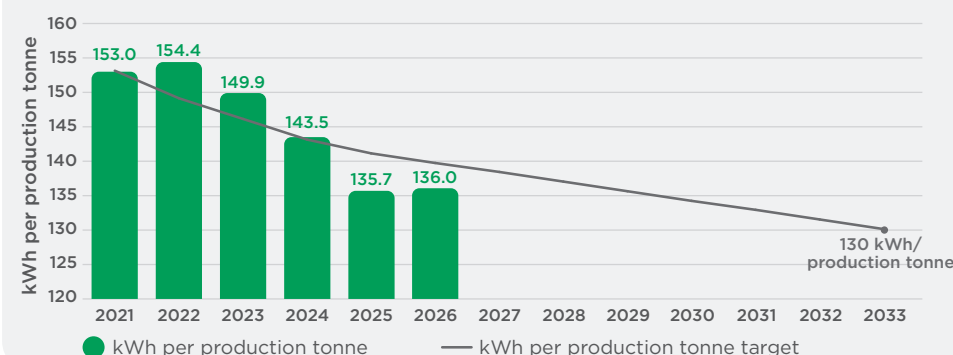
These improvements continue to support our science-based target to reduce Scope 1 and 2 greenhouse gas emissions. During 2026, our absolute Scope 1 and 2 emissions reduced 26.0% compared to 2025, demonstrating continued progress towards our 2033 target. This represents an absolute reduction of 3,867 tonnes of Scope 1 and 2 emissions.

Across our operations, each manufacturing site remained focused on delivering its annual energy efficiency and renewable electricity objectives while continuing to share successful initiatives across the Group. Environmental considerations also remain embedded within our capital investment process, with every capital expenditure proposal assessing environmental impacts alongside financial returns. This helps prioritise projects that improve operational efficiency while supporting McBride's long-term sustainability objectives.

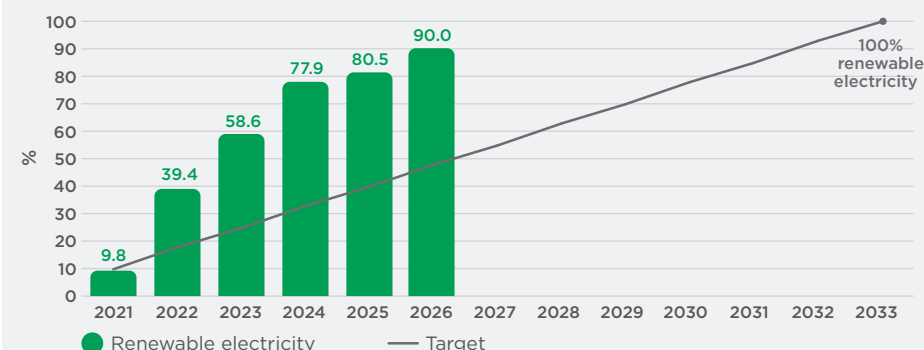
Scope 1 and 2 operational emissions^(1, 2)



Energy efficiency



Renewable electricity



(1) Total emissions for operational energy in 2026 of 10,497 tonnes relates to 590 tonnes for the UK (5.6%) and 9,907 tonnes for the Rest of the World (94.4%).

(2) Scope 1 emissions reported here as operational energy include emissions from operational consumption of gas and oil and exclude other direct emissions such as those from refrigerants and vehicle fleets.



Fit for future products

In 2026, we have continued to focus on measuring the carbon footprint (CO₂e) of the products we sell to our customers. This has provided our product development teams with clear visibility on emission drivers across different formulations and finished products. We have measured over 288 products this year, sharing the learnings with our customers and driving a number of product improvement projects, resulting in lower-carbon product offerings. We have also continued to source primary data from our suppliers, particularly across our chemical supply chain, where annual PCF updates demonstrate a positive improving trend.

As mentioned on page 30, in addition to our science-based targets, we have set other product-related targets aimed at increasing PCR content in polyethylene and plastic packaging across the Group.

In 2026, the proportion of PCR in contact-sensitive products (non-ADR) using polyethylene packaging has increased to 4.5%, versus the 2030 target of 10%, while the PCR content of our plastic packaging portfolio is now 29.7%, versus the 2030 target of 35%.

The product development team will continue to use new product carbon footprint tools to support ongoing development, and products will be assessed, not only on cost and performance, but also carbon impact, enabling our teams to deliver effective cleaning solutions with optimised carbon footprint.



Responsible sourcing and supplier engagement

We measure our suppliers' climate maturity on a scale of 1 to 6. This ranges from suppliers that are just beginning to measure Scope 1 and 2 emissions (Level 1) to suppliers with validated targets and emissions reduction plans (Level 6). Level 4 is the target maturity level for our suppliers by 2029, in line with our SBTi supplier engagement target.

During the last twelve months, we focused on the chemical and packaging suppliers currently scoring below 4 on our supplier maturity scale. These suppliers are measuring their emissions but have not yet set an SBTi target or a science-aligned target. Through targeted engagement, a higher number of our suppliers have now secured validated SBTi targets or established science-aligned commitments. Furthermore, our updated Supplier Code of Conduct has enhanced supply chain transparency, requiring suppliers to share Sedex scores and EcoVadis scorecards.

McBride in action

Powders: driving efficiency through responsible manufacturing

The Powders division is strengthening its business case through a clear commitment to responsible manufacturing. At the Holstebro site in Denmark, a range of initiatives are reducing emissions, water consumption and heat requirements, lowering the environmental footprint of operations while improving efficiency and operational resilience. Beyond environmental performance, the site is committed to being a responsible neighbour. Holstebro actively engages with the local municipality and surrounding communities to identify and mitigate any potential operational impacts associated with its operations, demonstrating a proactive approach to community relations and responsible industrial stewardship.

Together, these efforts show how sustainability, operational excellence and community engagement reinforce one another, creating long-term value for customers, the Group and the communities in which we operate.

The Moyaux site is also making strong progress in responsible manufacturing through initiatives that reduce energy consumption, improve operational efficiency and minimise waste. Investments in process optimisation and equipment upgrades are delivering tangible environmental and financial benefits, including lower CO₂e emissions, reduced resource consumption and improved production performance. Together, these initiatives demonstrate how the Powders division is embedding sustainability into its operations while strengthening productivity, competitiveness and long-term business resilience.



Our people and communities

Our people strategy supports McBride's long-term performance by helping colleagues work safely, build future-ready skills and contribute to the communities in which we operate. During the year, we focused on inclusion, wellbeing, capability building and community engagement across the Group.

Inclusion, belonging and fairness

During 2026, we continued to embed our inclusion, belonging and fairness strategy across McBride through local action plans aligned with our three pillars: inclusive behaviours, belonging and Fair Talent Practices. These plans ensure inclusion remains relevant, practical and embedded in everyday operations.

To strengthen our understanding of colleague experiences and inform future priorities, we held listening circles with senior female leaders across the business. The insights gathered are helping to shape our ongoing approach to the attraction, development and progression of diverse talent.

During the year, we also introduced Inclusive Leadership development sessions for people managers across the Group.

The programme focused on five key areas:

- communicating with inclusive language;
- giving fair and effective feedback;
- making equitable people decisions;
- understanding and reducing unconscious bias; and
- leading across cultures and differences.

The programme supports managers in building inclusive teams and fostering a culture where colleagues can perform at their best.

We will continue to expand these opportunities throughout 2027, with a particular focus on strengthening the development, progression and retention of female talent across the Group. Planned initiatives include leadership speaker events, targeted coaching, peer coaching circles and enhanced inclusive leadership training, alongside ongoing data-led reviews of recruitment, promotion, pay and retention outcomes.

Through these actions, we aim to improve female representation at senior levels, support equitable career progression and retention, and further strengthen an inclusive culture where all colleagues can thrive.

Health, safety and wellbeing

At McBride, health, safety and wellbeing remain central to how we operate. We recognise that our colleagues are only ever 'borrowed' from their families and friends, and our priority is to ensure everyone returns home healthy and safe every day. By integrating health and safety into our workplace philosophy, we aim to create a secure environment that supports morale, collaboration and overall performance.

Our Group health and safety performance continued to strengthen during 2026. We recorded our lowest ever lost time injury frequency rate and achieved a third successive annual reduction, with 20 lost time injuries compared with 28 in 2025. This resulted in a lost time injury frequency rate of 0.34, compared with 0.48 in the prior year, representing the best performance in the Group's history. During the year, seven of our 14 sites achieved more than 365 days without a lost time injury and a further five sites achieved more than 100 days without a lost time injury.

We continued to prioritise health and safety as both a legal requirement and a core value that supports trust, productivity and long-term success. During 2026, we further embedded a proactive 'STOP, THINK, ACT' approach, encouraging colleagues to pause before starting a task, consider potential hazards and take appropriate action to mitigate risk. The use of leading indicator tools, including safety walks, near miss reporting, quick risk prediction, dynamic risk assessment and the behavioural observation system, increased by 43% during the year and was recognised as a contributory factor in our improved performance.

We also continued to build a culture of care that supports physical, mental and emotional wellbeing. In the UK, our facilities trained twelve volunteer Mental Health First Aiders as part of their colleague wellbeing strategy.

These colleagues provide initial support, signpost people to appropriate workplace support and professional services, and help to reduce stigma by promoting more open conversations about mental health.

McBride's Rule for Life No. 10 is 'STOP', which empowers colleagues to stop work if they see conditions or behaviours that are unsafe for themselves or others. Building on this principle, our Strzelce site in Poland held a dedicated 'STOP for Safety' day, pausing operations and taking all 452 colleagues to an off-site venue to focus on ensuring every colleague returns home healthy and safe every day. The event combined practical safety learning with strong engagement and positive energy, representing a significant step in the Group's zero loss journey.

As at 30 June 2026

16.7%

(1/6)
Female Directors

30.8%

(16/52)
Female senior leaders⁽¹⁾

33.3%

(2/6)
Female Executive
Committee members

35.9%

(1,305/3,639)
Female total global
workforce⁽²⁾

(1) Includes senior female leaders that report directly to the Executive Committee.

(2) Includes employees, third-party contractors and agency workers.

Our people and communities continued

McBride in action

McBride cares about its people

At McBride we prioritise people's health and safety, not just as a matter of compliance with legislation, but as a core value that fosters a culture of trust, productivity and long-term success.

Building a culture of care

At the core of any thriving organisation is a commitment to its people. Health and safety is fundamental not only to the physical wellbeing of people but also to their mental and emotional health.

Mental health

Poor mental health in workplaces is common, with statistics indicating that one in four people will experience a mental health problem at some point.

Poor mental health can lead to reduced productivity and higher absenteeism, as well as impacting safety by impairing cognitive function, increasing risk-taking, and contributing to accidents and injuries. Identifying early signs of mental health problems in the workplace is crucial for fostering a supportive environment and addressing our people's wellbeing.

Education plays a key role and our facilities in the UK have recently trained twelve volunteer Mental Health First Aiders (MHFAs) as part of their colleagues' wellbeing strategy.

The primary role of an MHFA is to provide support and signpost people experiencing poor mental health for additional workplace support and relevant professional services.

MHFAs also play a vital role in reducing stigma and promoting positive mental health in the workplace.

By fostering a culture where mental health is openly discussed and prioritised, McBride can empower people to seek help when needed and work towards improving their overall wellbeing.

Proactive culture

Safety is not something we take for granted at McBride and neither do we accept that it should ever be reactive.

McBride advocates a proactive STOP / THINK / ACT approach to encourage individuals to pause before proceeding with a task, think critically about potential hazards, and act safely to mitigate risks. This approach fosters a proactive culture where workers prioritise safety and make informed decisions to protect themselves and others.

Proactive measures – such as safety walks, near misses, quick risk prediction (QRP), dynamic risk assessment and the behavioural observation system – are some of the leading indicator tools we use to ensure that potential issues are identified and addressed before they escalate.

These tools complement our existing management systems. They do not just identify risks; they promote accountability and continuous improvement, where safety evolves to meet new challenges.

The Group had a 43% increase in its use of proactive tools during 2026, and they were recognised as a contributory factor to the Group recording its best ever health and safety performance during this period.

STOP for Safety

McBride's Rule for Life No.10 is STOP, which encourages people to stop working if they see conditions or behaviours that are unsafe to themselves or others.

Extending on this principle, our Strzelce site in Poland held a STOP for Safety day in which they paused operations for a full day to focus everyone's attention on what matters most... ensuring every worker returns home healthy and safe every day.

Strzelce took all 452 of their colleagues to an off-site venue so there were no workplace distractions.

In a manufacturing environment, where high-speed processes, machinery and equipment are part of daily life, dedicating a full day to safety can strengthen awareness, culture and accountability.

The event was a fantastic success and a significant step in the Group's zero loss journey. The feedback from colleagues was overwhelmingly positive – many people said that the workshops, activities, the venue and the overall scale of the event were far beyond what they expected.

It was great to see so much engagement, enthusiasm and positive energy throughout the day. Most importantly, they managed to combine learning about safety with genuine fun, which made the message even more impactful.

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People lie at the heart of everything we do. We recognise that we are only borrowing people from their families and friends and it is essential that they return home in exactly the same condition as they arrived. By integrating health and safety into our workplace philosophy we hope to create a secure environment that enhances our people's morale, collaboration and overall performance. This approach not only minimises risks but also contributes to a more enjoyable and productive work environment.

Jerry Boardman

Group Health and Safety Lead



Our people and communities continued

Skills for the future

Supporting colleagues to develop new skills and capabilities remains central to creating a resilient and successful business. Throughout 2026, we continued to invest in learning and development initiatives that help colleagues build expertise, broaden their experience and prepare for the evolving needs of our organisation. From leadership development and career support to compliance and information security training, our focus remained on providing accessible opportunities for colleagues to learn, grow and perform at their best.

Building capability across the Group

Our flagship Let's Grow development programmes continued to play an important role in supporting colleague development across the Group. During 2026, 61 colleagues participated across six cohorts delivered in English, Dutch, Danish and Spanish, completing a total of 1,001 learning hours. This included the launch of a further cohort of our Leading with Impact programme, supporting leaders to strengthen their effectiveness, enhance their influence and develop the skills required to lead teams successfully in a changing environment.

Supporting continuous development

Providing flexible and accessible learning opportunities remains an important part of our approach to colleague development. During the year, colleagues continued to make good use of a broad range of learning resources, enabling them to develop skills relevant to both their current roles and future career aspirations. This included:

- more than 1,300 GoodHabitZ courses completed across a wide range of professional and personal development topics;
- a variety of digital learning resources designed to support ongoing capability building;
- Grow Your Career sessions attended by 69 colleagues, offering practical guidance on career development and progression opportunities; and
- learning opportunities aligned to business priorities and evolving skill requirements across the Group.

Enhancing compliance and information security awareness

In 2026, we strengthened our compliance and information security learning provision through our partnership with KnowBe4, the platform used to deliver both compliance and Group Information Security (GIS) training.

Through a combination of mandatory learning and regular bite-sized modules, colleagues were supported in developing their understanding of key regulatory, compliance and cyber security topics. The self-paced approach enabled colleagues to engage with learning throughout the year, helping to reinforce individual accountability, strengthen risk awareness and promote secure ways of working across the Group.

Developing talent for tomorrow

During the year, we continued to invest in initiatives that support talent development and leadership effectiveness across the organisation, including:

- digital coaching and external coaching for senior leaders;
- expanded learning and development resources to support career growth and professional development;
- enhancements to performance and talent processes, including refreshed development planning and increased manager support; and
- activities that encourage colleagues to explore career opportunities and development pathways across the Group.

Looking ahead

In 2027, we will introduce development pathways for First Line Managers and Aspirational First Line Managers, launch a Group-wide mentoring programme and further strengthen manager capability through enhanced resources and digital learning aligned to our inclusion, belonging and fairness strategy.

Together, these initiatives will help strengthen capability, support career progression and ensure our colleagues are equipped to respond to future opportunities and challenges.

Employment and wealth generation

We are pleased to report that staff turnover has remained low at 3.5% in 2026 (2025: 3.0%). This reflects our continued investment in employee engagement, wellbeing and retention, helping us to maintain a stable and committed workforce. These results demonstrate the positive impact of our people strategy and reinforce our position as an employer of choice in the communities in which we operate.

We have maintained close collaboration with the European Works Council over the past year. Strengthening this partnership continues to be central to our approach, ensuring that employee voices are heard and valued across all countries.

Our people and communities continued

Community and social vitality

At McBride, creating long-term value extends beyond our business operations to the positive contribution we make within the communities where we live and work. Throughout 2026, colleagues across Europe supported initiatives focused on community wellbeing, inclusion, education, employability, health and environmental stewardship. Through volunteering, fundraising, awareness campaigns and community partnerships, our teams continued to make a meaningful difference while reinforcing our values and commitment to responsible business.

Luxembourg

Colleagues from our Foetz site participated in the Luxembourg Business Run, with five teams representing McBride. The event promoted wellbeing, teamwork and colleague engagement while contributing to fundraising efforts supporting cancer research and care, reflecting our commitment to making a positive impact in the communities where we operate.

Denmark

We remained committed to supporting our local communities through initiatives focused on employment, charitable giving and community engagement.

- For the fourth consecutive year, we participated in local job fairs, helping to connect with prospective colleagues and supporting the local labour market.

- Throughout the year, employees contributed to a range of fundraising and community activities, including a charity run in Hammel, prize donations for local events, and fundraising initiatives in support of Danish Hospital Clowns (Hospitalsklovne). We also continued our bottle deposit donation scheme, with all proceeds donated to the charity.
- In addition, we supported Football Shirt Day, helping to raise awareness and funds for children affected by cancer.

Poland

More than 400 colleagues at our Strzelce site came together to mark Poland Safety Day, a dedicated event focused on health, safety and wellbeing. Through a programme of expert-led workshops and practical activities, colleagues explored topics including workplace safety, emergency response, wellbeing, stress management and personal health, reinforcing our commitment to creating a safe, healthy and supportive working environment for all.

Spain

Colleagues at Sallent combined fundraising with wellbeing initiatives through hiking and cycling events, generating support for local charity partners while promoting employee engagement and healthy lifestyles.

United Kingdom

We successfully supported Petrus, a local charity near our Middleton site that works with individuals experiencing homelessness or at risk of housing insecurity. Through the generosity of colleagues and additional charitable trust match funding, we significantly increased the total donation. The funds will help Petrus continue providing essential services and support to vulnerable individuals, highlighting the positive impact of collective giving and our ongoing commitment to local communities.

Italy

In February 2026, colleagues at the Bagnatica site participated in the 'Go Green McBride Team!' initiative, volunteering their Sunday morning to take part in a community litter pick and help improve the local environment. Colleagues also raised more than €800 for Associazione Spazio, a non-profit organisation supporting children and young people with autism spectrum conditions and their families. The initiative helped raise both funds and awareness while bringing colleagues together in support of a meaningful local cause.

Belgium

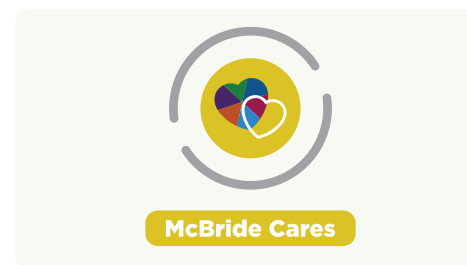
During June, our annual Health Month initiative at the Ieper site focused on promoting employee wellbeing through four key themes: physical activity, environmental stewardship, mental health and healthy nutrition. Each week, employees were encouraged to engage with a range of awareness activities, practical tips and educational content.

As part of the environmental theme, colleagues participated in a successful community litter-picking initiative, demonstrating their commitment to maintaining a cleaner local environment. These activities form part of our ongoing efforts to support employee wellbeing and encourage positive engagement with the local community.

In December 2025, colleagues at the Estaimpuis site organised a toy collection campaign, donating children's toys for distribution to families within the local community.

France

We continued to support community health initiatives by partnering with the Établissement Français du Sang (French Blood Service) to provide employees with the opportunity to donate blood during working hours without loss of pay. Nine employees participated in the programme, contributing to national blood supply efforts and supporting healthcare needs within their communities.



Our people and communities continued**McBride volunteering scheme – ‘McBride Gives’**

As part of our commitment to supporting local communities, McBride Gives continued to provide every colleague with the opportunity to take one paid volunteering day each year. Through the programme, colleagues contribute their time and skills to charitable and community organisations, helping to address local needs while strengthening connections within the communities where we operate.

Focused on tackling poverty, supporting inclusion and improving access to essential resources, the programme reflects McBride's purpose and values. By encouraging volunteering, we are helping to create positive social impact while fostering a culture of care, engagement and shared responsibility across our business.

Luxembourg

In 2026, colleagues from our Luxembourg site supported the National Collection and Sorting Centre (CNCT) in Livange. Working alongside volunteers and staff from the Luxembourg Red Cross, the team helped sort donated clothing during two four-hour volunteering sessions.

The clothing prepared will be distributed to individuals and families facing hardship, including those supported by shelters and social services, migrants, refugees and people experiencing housing insecurity. Through initiatives such as these, colleagues are helping to make a meaningful difference within their local communities.

United Kingdom

For the second consecutive year, we partnered with Mustard Tree, a Greater Manchester charity dedicated to helping individuals and communities build brighter futures through practical support, life skills development and pathways into employment. During the year, 24 colleagues volunteered their time to support the charity's work, contributing to initiatives that help tackle poverty, reduce social exclusion and empower people to achieve greater independence.

Spain

Colleagues from our Sallent site visited the Sallent Occupational Centre, spending time with participants from the Special Employment Centre and supporting activities designed to promote skills development and wellbeing. The visit also provided an opportunity to share information about McBride, strengthen community connections and support an organisation dedicated to inclusion and employment opportunities.

Poland

Dom Nadziei (House of Hope) in Opole provides essential support to people in need, offering meals, clothing and washing facilities in a welcoming and respectful environment.

Five colleagues from our Strzelce site volunteered their time to support the organisation's work, demonstrating McBride's commitment to helping local communities and making a positive social impact.

Belgium

Colleagues from our Estaimpuis site supported Les Banques Alimentaires de Tournai, a local food bank that assists individuals and families experiencing poverty.

Volunteers helped sort and package donated goods for distribution, contributing to the organisation's efforts to provide essential support to those most in need within the local community.



McBride Gives



Governance

How we conduct ourselves

We believe robust corporate governance fosters sound and responsible decision making and strengthens accountability, transparency and fairness. As a public company, we consider that our governance processes are already well established. However, we recognise these processes need to be maintained and regularly reviewed to ensure we continue to govern our activities with financial integrity and in accordance with best practice.

Governance body quality

Our guide to how we have complied with each principle in the Code is set out on pages 62 to 64. Our metrics on tenure, gender, nationality and Board members' relevant experience are set out on page 61. Our metrics on Board activity and attendance at Board and Committee meetings are set out on pages 66, 68, 69, 70, 75 and 100.

Stakeholder engagement

How we engage with our stakeholders is set out in our section 172(1) statement on pages 23 to 26 and in our Corporate Governance Statement on pages 65 to 69. Both the quality and frequency of our engagement with our key stakeholders is reviewed regularly by the Board. We are open and transparent in all our dealings with our stakeholders, which we consider as fundamental to our way of working. Monitored via our framework of key indicators and metrics, we strive to improve our customer experience, our impact on our communities, including our environmental and social impact, and the quality of engagement with all stakeholders.

Ethical behaviour

We are committed to conducting business with integrity and high standards of business ethics. Our Code of Ethics and Business Conduct, which was introduced this year in place of the Business Ethics Policy and can be found on our website, is a guide for our employees to promote the right behaviours and to help them make the right decisions. McBride's Code of Ethics and Business Conduct is updated and reviewed by the Board annually. It is promoted to all employees through internal communication channels and is highlighted to suppliers.

To ensure a constant minimum standard across the workforce on good business ethics, McBride has rolled out mandatory ethics and compliance training modules to all colleagues in management and administrative roles. This includes modules on anti-bribery and corruption, conflicts of interest, data protection and whistleblowing.

Whilst McBride aims to reinforce a healthy culture at all levels of the organisation, it knows that sometimes things go wrong. McBride has an independent whistleblowing channel, as well as local internal channels, which employees can use to speak up against possible malpractice or wrongdoing by any employee, supplier, customer, competitor or contractor. The independent whistleblowing reporting line is designed to give colleagues and others a way, anonymously (if desired) and confidentially, without fear of detriment or retribution, to report suspected violations of our standards of conduct, policies, laws or regulations. The reporting line is available in all languages commonly used in our business.

Any reports received are evaluated by a representative from the Legal function to determine the appropriate action to address the issues raised.

If warranted, an investigation is undertaken to determine the validity of the issue reported and to identify appropriate action to address it.

Cyber security and data protection

With the advancement and widespread use of information and communication technologies, there comes an increased cyber security threat. We regularly assess our corporate readiness against external cyber attacks and insider threats, and we implement Company-wide measures to protect data and preserve data privacy. In addition to complying with applicable data protection laws and regulations, we also implement cyber security and data protection measures to safeguard our assets and to protect our stakeholders' data.

Our policies and procedures focus on protecting our data from unauthorised disclosures, use or access. This includes monitoring mechanisms to prevent unauthorised intrusion into our network and identify vulnerabilities against potential cyber attacks. These risk-based cyber security measures help to ensure the integrity, confidentiality and availability of our data. Regardless of where the data resides, we apply appropriate safeguards to ensure a sustainable and robust corporate environment in the interest of our stakeholders. Compliance with our IT policies is required of anyone who has access to our networks.

We raise awareness about the importance of data protection and cyber security with our colleagues through training.

Risk and opportunity oversight

We are focused on continuous improvement to develop and enhance our control mechanisms to manage risks and maximise financial returns for our stakeholders. There is active engagement with management and leadership teams to identify and assess risks related to our strategies and business models. The experience of management and leadership teams helps to anticipate emerging and interrelated risks, in addition to facilitating effective risk control and mitigation mechanisms.

The Board is responsible for overseeing and monitoring the management of risks and opportunities. Our governance framework of committees and advisory forums provides updates and information to the Board to ensure it can make informed decisions. Details on the responsibilities of the Board and its Committees are set out in the schedule of matters reserved for the Board and Committee Terms of Reference, which are available on our website.

Our risk management framework and oversight of risk is set out in the Audit and Risk Committee Report on pages 75 to 81 and in the Principal Risks and Uncertainties section on pages 52 to 57. This is our fourth year of reporting our climate-related financial disclosures. Governance around climate-related risks and opportunities can be found on pages 39 to 40.