



2025 ESG *Index*

Universal Standards

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
1	Foundation			
2	General Disclosures			
Organization And Reporting Practices				
GRI 2-1	Organizational details	The Company's legal name is Maple Leaf Foods Inc. ("Maple Leaf Foods" or "MLF" or "the Company"). Maple Leaf Foods Inc. is publicly traded on the Toronto Stock Exchange under the symbol MFI. The Company is headquartered in Mississauga, Ontario, Canada. Maple Leaf Foods has operations across Canada and the United States.		
GRI 2-2	Entities included in the organization's sustainability reporting	See The Business (2025 Management's Discussion and Analysis, page 1). Maple Leaf Foods Inc. is the entity covered by this report.		
GRI 2-3	Reporting period, frequency and contact point	1 January 2025 to 31 December 31 2025. The Company reports annually for sustainability reporting and quarterly for financial reporting. The different reporting periods is due to readiness and availability of information. The publication date of sustainability-related information is by our Annual General Meetings in May. The contact point for reported information is sustainability@mapleleaf.com.		
GRI 2-4	Restatements of information	See Emissions Methodology (2025 Integrated Report, page 69).		
GRI 2-5	External assurance	See External Assurance Report .		
Activities and Workers				
GRI 2-6	Activities, value chain, and other business relationships	See The Business (2025 Management's Discussion and Analysis, page 1). Maple Leaf Foods Inc. is the entity covered by this report. See The Company (2025 Integrated Report, page 10); see Our Brands .		FB-MB-000.A FB-MP-000.B
GRI 2-7	Employees	<p>There are a total of 8,741 permanent employees: Gender breakdown - 3,747 females, 4,994 males Region breakdown - 8,423 Canada, 317 USA, 1 international</p> <p>There are 140 temporary employees: Gender breakdown - 67 females, 73 males Region breakdown - 140 Canada</p> <p>There are 8,805 full-time employees: Gender breakdown - 3,776 females, 5,029 males Region breakdown - 8,487 Canada, 317 USA, 1 international (United Kingdom)</p> <p>There are 76 part-time employees: Gender breakdown - 38 females, 38 males Region breakdown - 76 Canada</p> <p>This data is based on headcount and is based on the 92.5% of employees recorded and tracked in our enterprise information system as of December 31, 2025.</p>		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
Governance				
GRI 2-9	Governance structure and composition	See Management Information Circular .		
GRI 2-10	Nomination and selection of the highest governance body	See Governance (2025 Integrated Report, page 19).		
GRI 2-11	Chair of the highest governance body	See Governance (2025 Integrated Report, page 19).		
GRI 2-12	Role of highest governance body in setting purpose, values, and strategy	See Governance (2025 Integrated Report, page 19); see Corporate Governance ; see Governance and Risk Management (2025 Financial Statements, page 33); see Risk Factors (2025 Management’s Discussion and Analysis, page 16); see Materiality (2025, Integrated Report, page 18)		
GRI 2-13	Delegation of responsibility for managing impacts	See Governance (2025 Integrated Report, page 19); see Corporate Governance ; see Governance and Risk Management (2025 Financial Statements, page 33); see Risk Factors (2025 Management’s Discussion and Analysis, page 16).		
GRI 2-14	Highest governance body’s role in sustainability reporting	See Governance (2025 Integrated Report, page 19).		
GRI 2-15	Conflicts of interest	See Governance (2025 Integrated Report, page 19).		
GRI 2-17	Collective knowledge of highest governance body	See Governance (2025 Integrated Report, page 19); see Environment (2025 Management’s Discussion and Analysis, page 16); see Climate Change (2025 Management’s Discussion and Analysis, page 23).		
GRI 2-19	Remuneration policies	See Management Information Circular .		
GRI 2-20	Process for determining remuneration	See Management Information Circular .		
GRI 2-21	Annual total compensation ratio	See Management Information Circular .		
Strategy, Policies and Practices				
GRI 2-22	Statement on sustainable development strategy	See Letter to our Stakeholders (2025 Integrated Report, page 6).		
GRI 2-23	Policy commitments	See Governance (2025 Integrated Report, page 19).		
GRI 2-24	Embedding policy commitments	See Governance (2025 Integrated Report, page 19).		
GRI 2-25	Process to remediate negative impacts	See Governance (2025 Integrated Report, page 19).		
GRI 2-26	Mechanisms for seeking advice and raising concerns	We utilize a third-party “EthicsLine” which is a whistleblower hotline coordinated by Internal Audit and reported to certain members of our Senior Leadership Team and other executives. Summaries of EthicsLine complaints are also provided to Committees of the Board of Directors. Additionally, a formal Ethics Committee exists and meets to discuss Ethical Issues. Membership of this Committee includes the Executive Chairman, CEO and select other SVPs, and the VP Finance Services and Internal Audit. See EthicsLine Policy , Code of Business Conduct ; see Supplier Code of Conduct .		
GRI 2-27	Compliance with laws and regulations	There were no significant instances of non-compliance in 2025.		
GRI 2-28	Membership associations	See Associations and Partnerships (2025 Integrated Report, page 21).		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
Stakeholder Engagement				
GRI 2-29	Approach to stakeholder engagement	See Materiality and Stakeholder Engagement (2025 Integrated Report, page 18); see Associations and Partnerships (2025 Integrated Report, page 21).		
GRI 2-30	Collective bargaining agreements	<p>Approximately 5,800 (62%) of our employees are covered by 14 collective agreements. Employees covered by these agreements are represented by the following unions: the United Food and Commercial Workers (the largest), Unifor, the United Steelworkers, and the International Union of Operating Engineers. These agreements are normally negotiated for varying terms, and in any given year, a number of these agreements expire and are renegotiated; most renew without significant issues.</p> <p>For our employees not covered by a collective agreements, the Company leverages internal and external data to ensure the hourly rates, benefits, working conditions, etc. are aligned to the market.</p>		
3 Material Topics				
GRI 3-1	Process to determine material topics	See Materiality (2025 Integrated Report, page 18).		
GRI 3-2	List of material topics	See Materiality (2025 Integrated Report, page 18).		
GRI 3-3	Management of material topics	See Materiality (2025 Integrated Report, page 18).		

Topic Standards

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
200				
Economic				
201				
Economic Performance				
	Disclosure of Management Approach	See Company Vision and Strategic Plan (2025 Management’s Discussion and Analysis, page 4). See The Business (2025 Management’s Discussion and Analysis, page 1)	13.2.1	
201-1	Direct economic value generated and distributed	See Consolidated Balance Sheets and Consolidated Statements of Earnings (2025 Financial Statements, pages 9-10).	13.22.2	
201-2	Financial implications and other risks and opportunities due to climate change	See Environment (2025 Management’s Discussion and Analysis, page 16); see Risk Factors (2025 Management’s Discussion and Analysis, page 16); see Climate Change (2025 Management’s Discussion and Analysis, page 23).	13.2.2	
201-3	Defined benefit plan obligation and other retirement plans	See Employee Benefit Plans (2025 Management’s Discussion and Analysis, page 12); see Employee Benefits (2025 Financial Statements, page 30).		
201-4	Financial assistance received from government	See Employee Benefit Plans (2025 Management’s Discussion and Analysis, page 12); see Employee Benefits (2025 Financial Statements, page 30). See Government Incentives (2025 Management’s Discussion and Analysis, page 14); See Government Incentives (2025 Financial Statements, page 57).		
202				
Market Presence				
	Disclosure of Management Approach	See 2025 Management’s Discussion and Analysis and 2025 Financial Statements .		
202-1	Ratios of standard entry level by gender compared to local minimum wage	The hourly rate for unionized employees is determined in accordance with the terms outlined in the applicable collective agreement. In all instances, these rates meet or exceed legislated minimum wage requirements. For non-union facilities, a formal market assessment is conducted prior to establishing wage rates. This assessment includes a review of local labour market conditions, industry benchmarks, and internal pay equity considerations to ensure our compensation remains competitive within the specific geographic area and aligned, where appropriate, with our unionized operations.		
203				
Indirect Economic Impacts				
	Disclosure of Management Approach	See 2025 Management’s Discussion and Analysis and 2025 Financial Statements .	13.22.1	
203-1	Infrastructure investments and services supported	See Capital Expenditures (2025 Management’s Discussion and Analysis, page 7).	13.22.3	

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
204				
Procurement Practices				
	Disclosure of Management Approach	See Supplier Code of Conduct .		
205				
Anti-Corruption				
			13.26.1	
205-1	Operations assessed for risks related to corruption	See Code of Business Conduct and Supplier Code of Conduct .	13.26.2	
205-2	Communication and training about anti-corruption policies and procedures	See Code of Business Conduct . All salaried employees and the Board of Directors are required to sign off on review and compliance with the Code of Business Conduct (which includes the Company’s anti-corruption requirements) annually. The Company publishes its Supplier Code of Conduct on its website and it is incorporated by reference into the Company’s standard supplier contract.	13.26.3	
205-3	Confirmed incidents of corruption and actions taken	We had one case of corruption related to bribery in 2025. The matter was investigated by Internal Audit, disciplinary action was taken, and the vendor relationship was terminated.	13.26.4	
206				
Anti-Competitive Behaviour				
	Disclosure of Management Approach	See Code of Business Conduct .	13.25.1	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	The Company is a defendant to certain claims arising in the normal conduct of its business. Among the legal matters in which the Company is involved is an ongoing investigation by the Competition Bureau into the Canadian packaged bread industry, including alleged price fixing and related securities disclosure issues. The investigation covers a time horizon that includes the period when the Company was the majority shareholder of Canada Bread Company Limited (“Canada Bread”). The Company sold its interest in Canada Bread, which was a stand-alone public company, to Grupo Bimbo in 2014. There are also class action proceedings related to the bread pricing allegations. In Ontario, the Ontario Superior Court has determined on two occasions that the bread class action proceeding should not be certified against Maple Leaf Foods and that ruling has been upheld by the Court of Appeal. The plaintiffs are seeking leave to appeal the Ontario Court of Appeal’s latest ruling to the Supreme Court of Canada. In 2024, the Company filed a defamation claim against Grupo Bimbo and Canada Bread for public statements they have made against Maple Leaf Foods in connection with these matters, and Grupo Bimbo and Canada Bread have launched their own stand-alone claims against the Company. The Company has consistently maintained that there was no wrongdoing while it was a shareholder of Canada Bread and is mounting a strong defense in all these matters. In late 2023, the plaintiffs in the Quebec bread pricing class action filed an application to authorize a separate class action making allegations related to meat pricing in Quebec, which application was dismissed in late 2025. The final outcome of the investigation, the class actions, and the Grupo Bimbo actions or any future claims cannot be predicted with certainty or reliably estimated.	13.25.2	
207				
Tax				
	Disclosure of Management Approach	See Income Taxes (2025 Management’s Discussion and Analysis, page 5); See Income Taxes (2025 Financial Statements, page 34).		
207-1	Approach to tax	See Income Taxes (2025 Management’s Discussion and Analysis, page 5); See Income Taxes (2025 Financial Statements, page 34).		
300				
Environmental				
301				
Materials				
	Disclosure of Management Approach	See Waste (2025 Integrated Report, page 61); See Packaging (2025 Integrated Report, page 29).		
301-1	Materials used by weight or volume	See Waste (2025 Integrated Report, page 61); See Packaging (2025 Integrated Report, page 29).		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
302 Energy				
	Disclosure of Management Approach	See Planet (2025 Integrated Report, page 51); see Environmental Sustainability Commitment ; see Environment (2025 Management’s Discussion and Analysis, page 16); see Climate Change (2025 Management’s Discussion and Analysis, page 23).		FB-MP-130a.1
302-1	Energy consumption within the organization	See Environmental Performance Summary Table (2025 Integrated Report, page 55).		FB-MP-130a.1
302-3	Energy intensity	See Environmental Performance Summary Table (2025 Integrated Report, page 55).		
302-4	Reduction of energy consumption	See Environmental Performance Summary Table (2025 Integrated Report, page 55).		
303 Water And Effluents				
	Disclosure of Management Approach	See Water (2025 Integrated Report, page 60); see Environmental Sustainability Commitment ; see Environment (2025 Management’s Discussion and Analysis, page 16); see Climate Change (2025 Management’s Discussion and Analysis, page 23).		FB-MP-140a.1 FB-MP-140a.2
303-1	Interactions with water as a shared resource	See Water (2025 Integrated Report, page 60).	13.7.2	FB-MP-140a.2 FB-MP-440a.1 FB-MP-440a.2
303-2	Management of water discharge-related impacts	See Water (2025 Integrated Report, page 60).	13.7.3	FB-MP-140a.1 FB-MP-140a.2
303-3	Water withdrawals	See Water (2025 Integrated Report, page 60).	13.7.4	FB-MP-140a.1
303-5	Water consumption	See Environmental Performance Summary Table (2025 Integrated Report, page 55); see Water (2025 Integrated Report, page 60).	13.7.6	FB-MP-140a.1
304 Biodiversity				
	Disclosure of Management Approach	See Planet (2025 Integrated Report, page 51).	13.3.1	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	See Climate and Nature (2025 Integrated Report, page 52).	13.3.2	
304-2	Significant impacts of activities, products, and services on biodiversity	See Climate and Nature (2025 Integrated Report, page 52).	13.3.3	

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
305 Emissions				
	Disclosure of Management Approach	See Climate and Nature (2025 Integrated Report, page 52); see Environmental Sustainability Commitment ; see Environment (2025 Management’s Discussion and Analysis, page 16); see Climate Change (2025 Management’s Discussion and Analysis, page 23).	13.1.1	FB-MP-110a.1 FB-MP-110a.2; FB-MP-440a.3
305-1	Direct (Scope 1) GHG emissions	See Environmental Performance Summary Table (2025 Integrated Report, page 55); see Climate and Nature (2025 Integrated Report, page 52).	13.1.2	FB-MP-110a.1 FB-MP-110a.2
305-2	Energy indirect (Scope 2) GHG emissions	See Environmental Performance Summary Table (2025 Integrated Report, page 55).	13.1.3	
305-3	Other indirect (Scope 3) GHG emissions	See Environmental Performance Summary Table (2025 Integrated Report, page 55); see Climate and Nature (2025 Integrated Report, page 52).	13.1.4	FB-MP-160a.1
305-4	GHG emissions intensity	See Environmental Performance Summary Table (2025 Integrated Report, page 55).	13.1.5	FB-MP-110a.1 FB-MP-110a.2
305-5	Reduction of GHG emissions	See Environmental Performance Summary Table (2025 Integrated Report, page 55).	13.1.6	
306 Waste				
	Disclosure of Management Approach	See Waste (2025 Integrated Report, page 61); see Environmental Sustainability Commitment ; see Environment (2025 Management’s Discussion and Analysis, page 16); see Climate Change (2025 Management’s Discussion and Analysis, page 23).		
306-1	Waste generation and significant waste-related impacts	See Waste (2025 Integrated Report, page 61).	13.8.2	
306-2	Management of significant waste-related impacts	See Waste (2025 Integrated Report, page 61).	13.8.3	
306-3	Waste generated	See Environmental Performance Summary Table (2025 Integrated Report, page 55).	13.8.4	
306-4	Waste diverted from disposal	See Environmental Performance Summary Table (2025 Integrated Report, page 55); see Waste (2025 Integrated Report, page 61).	13.8.5	
306-5	Waste directed to disposal	See Waste (2025 Integrated Report, page 61).	13.8.6	
307 Environmental Compliance				
	Disclosure of Management Approach	See Environmental Commitment ; see Supplier Code of Conduct .		
307-1	Non-compliance with environmental laws and regulations	No fines or charge levies for environmental non-compliance in 2025.		FB-MP-140a.3

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
308				
Supplier Environmental Assessment				
	Disclosure of Management Approach	See Supplier Code of Conduct .		
308-1	New suppliers that were screened using environmental criteria	100% of suppliers have acknowledged our Supplier Code of Conduct. The Supplier Code of Conduct is included in contracts and purchased orders for all new suppliers.		
400				
Social				
401				
Employment				
	Disclosure of Management Approach	See Careers ; see Leadership and Development (2025 Integrated Report, page 38); see Employee Benefit Plans (2025 Management’s Discussion and Analysis, page 12).		
401-1	New Employee Hires & Employee Turnover	<p>There were 2,092 hires (salary and hourly) in 2025 Gender breakdown - 729 women, 1,363 men Age breakdown - 871 under 30, 1022 30-50, 199 51 and over Region breakdown - 2,029 Canada, 63 USA</p> <p>There were 2,408 terminations (salary and hourly) in 2025. Gender breakdown - 898 women, 1,510 men Age breakdown - 796 under 30, 1,120 30-50, 492 51 and over Region breakdown - 2,322 Canada, 86 USA</p> <p>This data is based on headcount and is based on the employees recorded and tracked in our enterprise information system as of December 31, 2025.</p>		
401-2	Benefits Provided to Full-Time Employees Not provided to Temporary/Part-Time Employees	The only benefit which is standard for full-time employees but not provided to temporary or part-time employees is the Disability benefits in Canada. Significant areas of operation are defined by various employment locations/office addresses, usually in a different city or state.		
402				
Labour/Management Relations				
	Disclosure of Management Approach	See Code of Business Conduct .		
402-1	Minimum Notice Periods Regarding Operational Changes	Notice periods can range from 24 hours to 90 days depending on the severity and type of change and depending on the Collective Bargaining Agreement.		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
403	Occupational Health & Safety			
	Disclosure of Management Approach	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34); see <u>Occupational Health and Safety Policy</u> .	13.19.1	
403-1	Occupational Health & Safety Management System	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.2	FB-MP-320a.2
403-2	Hazard Identification, Risk Assessment, and Incident Investigation	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.3	
403-3	Occupational Health Services	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.4	
403-4	Worker participation, consultation, and communication on occupational health and safety	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.5	
403-5	Worker training on occupational health and safety	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.6	
403-6	Promotion of worker health	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34); see <u>Leadership and Development</u> (2025 Integrated Report, page 38).	13.19.7	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.8	
403-8	Workers covered by an occupational health and safety management system	See <u>Occupational Health and Safety</u> (2025 Integrated Report, page 34).	13.19.9	
403-9	Work-related injuries	<p>a. For all employees:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury: 0 ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 3 iii. The number and rate of recordable work-related injuries: 38 iv. The main types of work-related injury: fractures and lacerations v. The number of hours worked: 22,973,029 <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury: 0 ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 0 iii. The number and rate of recordable work-related injuries: 3 iv. The main type of work-related injury: fracture, laceration, and avulsion v. The number of hours worked: 132,691 <p>(approximate) See <u>Occupational Health and Safety</u>.</p>	13.19.10	FB-MP-320a.1
403-10	Work-related ill health	<p>a. For all employees:</p> <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health: 0 ii. The number of cases of recordable work-related ill health: 1 iii. The main types of work-related ill health: strain <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health: 0 ii. The number of cases of recordable work-related ill health: 0 iii. The main types of work-related ill health: not applicable <p>See <u>Occupational Health and Safety</u>.</p>	13.19.11	

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
404	Training & Education			
	Disclosure of Management Approach	See Careers ; see Leadership and Development (2025 Integrated Report, page 38).		
404-1	Average hours of training per year per employee	<p>Total hours of training for salaried employees was 36,219 hours for all courses with an average of 17.66 hours per salaried employee.</p> <p>Total hours of training for hourly employees was approximately 105,923 hours for all courses with an average of 17.68 hours per hourly employee.</p> <p>Total hours of training for courses with mixed salaried and hourly employees was 6,113 hours.</p> <p>The average hours of training per hourly female employee was 11.5 hours and per hourly male employee 12.7 hours for operations and manufacturing courses only.</p> <p>Note: Gender data is not widely available for salaried employees for Leadership and Learning or Information Solutions courses.</p>		
404-2	Programs for upgrading employee skills and transition assistance programs	We offer hundreds of learning programs both in-class and online (leadership development and functional skills building). In addition, for those employees who were affected by any involuntary termination in 2025, we included outplacement counselling as part of the severance agreement. This offering, at our cost, provides individuals assistance with transitioning to their next career opportunity.		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
405	Diversity And Equal Opportunity			
	Disclosure of Management Approach	See Leadership and Development (2025 Integrated Report, page 38).	13.15.1	
405-1	Diversity of governance bodies and employees	<p>BOARD OF DIRECTORS Gender: 27% female, 73% male Age: 18% 30-50, 82% 51 and over</p> <p>HOURLY Gender: 42% women, 58% men Age: 17% under 30, 50% 30-50, 33% 51 and over</p> <p>SALARIED Gender: 47% women, 53% men Age: 14% under 30, 58% 30-50, 28% 51 and over</p> <p>FURTHER BREAKDOWN OF SALARIED GROUPS</p> <p>SLT Gender: 15% female, 85% male Age: 54% 30-50, 46% 51 and over</p> <p>VP Gender: 36% female, 64% male Age: 68% 30-50, 32% 51 and over</p> <p>Director Gender: 34% female, 66% male Age: 0% under 30, 65% 30-50, 35% 51 and over</p> <p>Manager Gender: 44% female, 56% male Age: 4.0% under 30, 64% 30-50, 32% 51 and over</p> <p>Supervisor/Sr. Specialist Gender: 39% female, 61% male Age: 13% under 30, 62% 30-50, 25% 51 and over</p> <p>Administrator/Coordinator/Analyst Gender: 64% female, 36% male Age: 25% under 30, 50% 30-50, 25% 51 and over</p> <p>LT Gender: 48% female, 52% male Age: 100% under 30</p> <p>Student Gender: 33% female, 67% male Age: 100% under 30</p> <p>This data is based on the people recorded and tracked in our enterprise information system as of December 31, 2025.</p>	13.15.2	

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
405 Diversity And Equal Opportunity				
405-2	Ratio of basic salary and remuneration of women to men	<p>Regular salaried Maple Leaf Foods staff, the ratio of basic salary of women to men: Senior Leadership Team: 77.5% Vice-President: 85.5% Director: 95.5% Manager: 94.7% Supervisor/Sr. Spec: 99.3% Admin/Coord/Analyst: 100.4%</p> <p>Regular salaried Maple Leaf Foods staff, the ratio of total remuneration of women to men: Senior Leadership Team: 44.2% Vice-President: 81.0% Director: 95.4% Manager: 94.8% Supervisor/Sr. Spec: 99.6% Admin/Coord/Analyst: 100.0%</p>	13.15.3	
406 Non-Discrimination				
	Disclosure of Management Approach	See Ethical Workplace Conduct (2025 Integrated Report, page 32); see Code of Business Conduct .	13.15.1	
406-1	Incidents of discrimination and corrective actions taken	<p>All allegations of potential discrimination are treated seriously and addressed in accordance with established policies and procedures. Reports are promptly assessed and, where warranted, investigated through a structured and impartial process. Appropriate corrective and remedial actions are implemented based on the findings of each investigation. In 2025, there were no substantiated findings of discrimination.</p> <p>Employees and other stakeholders have access to multiple confidential reporting channels to raise concerns related to discrimination or other workplace misconduct. These include reporting to management, Human Resources, or Ethics & Compliance, as well as submitting concerns anonymously through our independent third-party whistleblower hotline and online reporting platform. All reports are handled in a manner consistent with our commitment to non-retaliation and ethical conduct.</p>	13.15.4	
407 Freedom Of Association and Collective Bargaining				
	Disclosure of Management Approach	See Ethical Workplace Conduct (2025 Integrated Report, page 32); see Code of Business Conduct ; see Supplier Code of Conduct .	13.18.1	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No violations occurred at Maple Leaf Foods operations in 2025.	13.18.2	

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408 Child Labour				
	Disclosure of Management Approach	See Ethical Workplace Conduct (2025 Integrated Report, page 32); see Code of Business Conduct ; see Supplier Code of Conduct .	13.17.1	
408-1	Operations and suppliers at significant risk for incidents of child labour	Our primary operations and key suppliers are located in Canada and the U.S. in 2025 and are required to adhere to all applicable labour laws, as well as our Code of Conduct. We require our Suppliers to adhere to our Supplier Code of Conduct which prohibits forced labour. Refer to our Report Pursuant to the Fighting Against Forced Labour and Child Labour in Supply Chains Act (“Modern Slavery Act”) for more information on the steps we take to prevent forced labour.	13.17.2	
409 Forced Or Compulsory Labour				
	Disclosure of Management Approach	See Ethical Workplace Conduct (2025 Integrated Report, page 32); see Code of Business Conduct ; see Supplier Code of Conduct .	13.16.1	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Our primary operations and key suppliers are located in Canada and the U.S. in 2025 and are required to adhere to all applicable labour laws, as well as our Code of Conduct. We require our Suppliers to adhere to our Supplier Code of Conduct which prohibits forced labour. Refer to our Report Pursuant to the Fighting Against Forced Labour and Child Labour in Supply Chains Act (“Modern Slavery Act”) for more information on the steps we take to prevent forced labour.	13.16.2	
410 Security Practices				
	Disclosure of Management Approach	See Code of Business Conduct .		
410-1	Security personnel trained in human rights policies or procedures	All security is expected to follow Maple Leaf Foods’ Code of Business Conduct.		
411 Rights of Indigenous Peoples				
	Disclosure of Management Approach	See Code of Business Conduct .	13.14.1	
411-1	Incidents of violations involving rights of indigenous peoples	There were no incidents of violations involving rights of indigenous peoples at Maple Leaf Foods operations.	13.14.2	
412 Human Rights Assessment				
	Disclosure of Management Approach	See Ethical Workplace Conduct (2025 Integrated Report, page 32); see Code of Business Conduct .		
412-1	Operations that have been subject to human rights reviews or impact assessments	In 2025, Maple Leaf Foods conducted 19 social compliance audits (11 internal / 8 external) across 11 Manufacturing Facilities inclusive Human Rights, Sustainability, and Health & Safety reviews. In all cases, no material violations were identified.		
412-2	Employee training or human rights policies or procedures	All new employees of Maple Leaf Foods in Ontario and Manitoba are required to complete the Accessibility for Ontarians with Disabilities Act (AODA) or Accessibility for Manitobans Act (AMA) training, respectively.		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
413 Local Communities				
	Disclosure of Management Approach	See Food Insecurity (2025 Integrated Report, page 43); see Maple Leaf Centre for Food Security .	13.12.1	
413-1	Operations with local community engagement, impact assessments, and development programs	See Food Insecurity (2024 Integrated Report, page 43). Our pursuit of shared value creation means we seek a meaningful role in solving social problems where we have a unique capability to engage. Creating social value is a cornerstone of our business model, our purpose and vision. Through the Maple Leaf Centre for Food Security, Maple Leaf Foods supports a collaborative effort to reduce household food insecurity in Canada. Through the Raise the Good in the Neighbourhood program and our Volunteer Policy, full-time Maple Leaf Foods team members across all our sites have the opportunity to take two paid days per year to volunteer for causes they care about.	13.12.2	
413-2	Operations with significant actual and potential negative impacts on local communities	All complaints are received, responded to, and tracked. There were no complaints that led to significant actual or potential impacts in 2025.	13.12.3	
414 Supplier Social Assessment				
	Disclosure of Management Approach	See Supplier Code of Conduct .		
414-1	New suppliers that were screened using social criteria	See Supplier Code of Conduct .		
415 Public Policy				
	Disclosure of Management Approach	See Code of Business Conduct .	13.24.1	
415-1	Political contributions	Maple Leaf Foods made no political donations in 2025.	13.24.2	
Animal Welfare				
	Disclosure of Management Approach	See Animal Care (2025 Integrated Report, page 47); see 2025 Animal Care Performance Report . See Climate Change (2025 Management's Discussion and Analysis, page 23).	13.11.1	FB-MP-260a.1; FB-MP-430a.2; FB-MP-430a.2; FB-MP-440a.3; FB-MP-410a.1; FB-MP-410a.3
13.11.2	Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards	See 2025 Animal Care Report .		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
416 Customer Health and Safety				
	Disclosure of Management Approach	See Food Safety (2025 Integrated Report, page 25); see Nutrition (2025 Integrated Report, page 23).		
416-1	Assessment of the health and safety impacts of product and service categories	100% of Maple Leaf Foods' products across fresh and prepared meats, plant protein follow rigorous food safety protocols throughout their product life cycle including ingredient and raw material sourcing, processing, packing and transportation. Our food safety protocols are governed by Maple Leaf Foods' Safety Promise, the Company's food safety commitment signed by the CEO. We also have food safety protocols that govern our purchasing and sourcing relationships. Maple Leaf Foods follows the Brand Recognition Compliance Global Standard (BRCGS) for Food Safety in 100% of its manufacturing facilities, which is internationally recognized by the Global Food Safety Initiative (GFSI).	13.10.2	FB-MP-250a.2
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Maple Leaf Foods reports on all product recalls, de-listings and other incidents that regulatory food safety and health agencies report to consumers. These agencies include the Canadian Food Inspection Agency, the United States Department of Agriculture (Food Safety and Inspection Service) and international food safety and health agencies of the countries where we sell products. In 2025, Maple Leaf Foods had fifteen (15) Severe/Moderate Regulatory Non-compliances (NCs). For all NCs, the facility conducts a deep root cause investigation to determine appropriate corrective and preventative actions. Sites take corrective actions to correct the issue. CFIA will follow up to verify the NC is corrected. All warnings issued in 2025 were resolved and closed. There were zero (0) voluntary product recalls and one (1) quality-related product voluntary withdrawal.	13.10.3	FB-MP-250a.3 FB-MP-250a.4
13.10.4	Report the percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards.	See Food Safety (2025 Integrated Report, page 25)		
13.10.5	Report the number of recalls issued for food safety reasons and the total volume of products recalled.	There were zero recalls issued for Food Safety reasons.		
417 Marketing and Labeling				
	Disclosure of Management Approach	See Food Safety (2025 Integrated Report, page 25); see Nutrition (2025 Integrated Report, page 23).		
417-1	Requirements for product and service information and labeling	Maple Leaf Foods has robust standard operating procedures and policies that govern 100% of our sourcing contracts with suppliers and co-manufacturers. These policies are agreed to annually by Maple Leaf Foods and its suppliers. We provide detailed nutrition labels on 100% of our fresh and prepared retail and foodservice products. All labels are reviewed and approved by the Canadian Food Inspection Agency. Where relevant, the Company provides additional labeling claims on certain branded products that explain other product benefits or properties including gluten-free, low sodium, no added preservatives, source of protein and others. We provide proper handling and food safety instructions for our fresh and prepared meats products through online, packaging, in-store and/or customer communications. Maple Leaf Foods provides an appropriate recycling label on all packaging that is accepted in provincial recycling collection programs across Canada.		
417-2	Incidents of non-compliance concerning product and service information and labeling	In 2025, Maple Leaf Foods had zero recalls concerning labeling requirements.		
417-3	Incidents of non-compliance concerning marketing communications	None		

GRI Standard	GRI Standard Description	Location/Response	GRI Sector Standard Ref. No.	SASB Standard
418	Customer Privacy			
	Disclosure of Management Approach	See Code of Business Conduct .		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no privacy complaints in 2025.		
419	Socioeconomic Compliance			
	Disclosure of Management Approach	See Code of Business Conduct .		
419-1	Non-compliance with laws and regulations in the social and economic area	No monetary fines were imposed on Maple Leaf Foods in 2025 related to non-compliance with laws and regulations in the social and economic area.		