

2023 Environmental, Social and Governance Report

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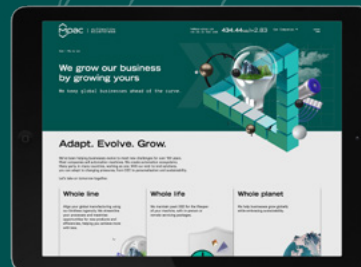
Mpac Group plc is a global company listed on the London Stock Exchange (symbol: MPAC), with a long and proud history of delivering innovation and excellence. Our business is focused on the creation of automation solutions that make and package the products millions of people worldwide depend on.

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mpac-group.com

CEO statement

On behalf of Mpac I am delighted to present our first Environmental, Social and Governance (“ESG”) report. Mpac has a rich engineering heritage, but despite having been incorporated over 110 years ago, this is the first time we have published an ESG report.

We have made a good start in the last 12 months, engaging external partners to help us establish a baseline for our carbon footprint, setting emissions reduction targets and performing an overall sustainability assessment. We are committed to being carbon neutral in Scope 1 and 2 emissions by 2030.

Through innovative technology and exceptional service, we help our customers to provide food and beverage, healthcare and clean sustainable energy across the world. We achieve this through the design and build of machines that assemble and package the products millions of people around the world depend on, to eat and drink, stay healthy, live better and for clean sustainable energy. Our machines help our customers operate more efficiently, reducing the impact of packaging material and energy usage on the planet. Our approach to innovation considers sustainability at every stage and we successfully launched a new product in 2023 that specifically addresses the environmental impact of packaging.

We believe in operating our business in a sustainable way, meeting our own needs without compromising the ability of future generations to meet theirs. Strong governance and ethics have always been central to the way Mpac operates. We employ a rigorous system of policies, procedures and controls including specific policies covering ethics, anti-bribery and corruption, modern slavery and human trafficking.

We firmly believe that Mpac is only as strong as its people and therefore ensure that we actively engage and listen to all employees across our business and strive to provide the right, safe, environment for them to work, develop and thrive. We conduct an annual employee survey, and we act upon the results.

In 2024 and beyond we will focus further on our people, ensuring we have a diverse and inclusive organisation. We will place greater emphasis on the environmental impact of the machines we provide our customers, both in their design & build, life-time use and eventual disposal.

I look forward to updating you on our progress.

Adam Holland
CEO



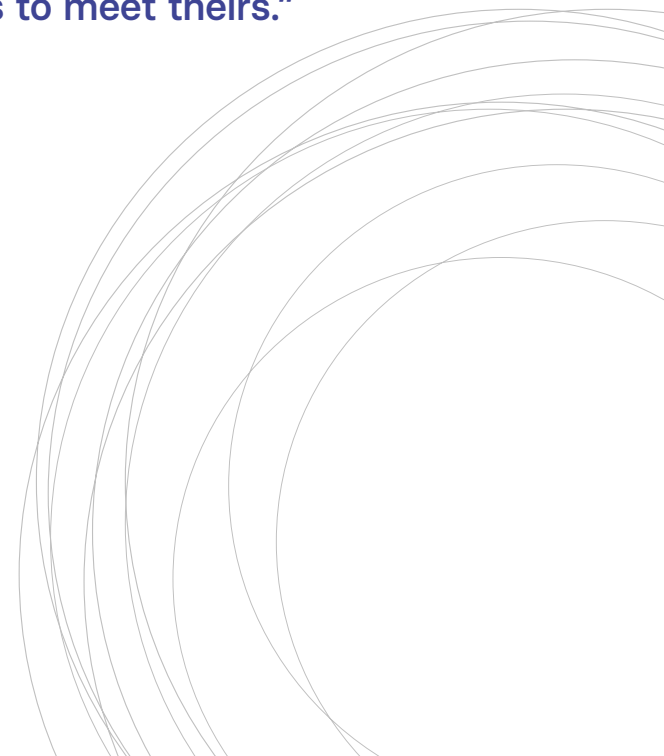
“We believe in operating our business in a sustainable way, meeting our own needs without compromising the ability of future generations to meet theirs.”

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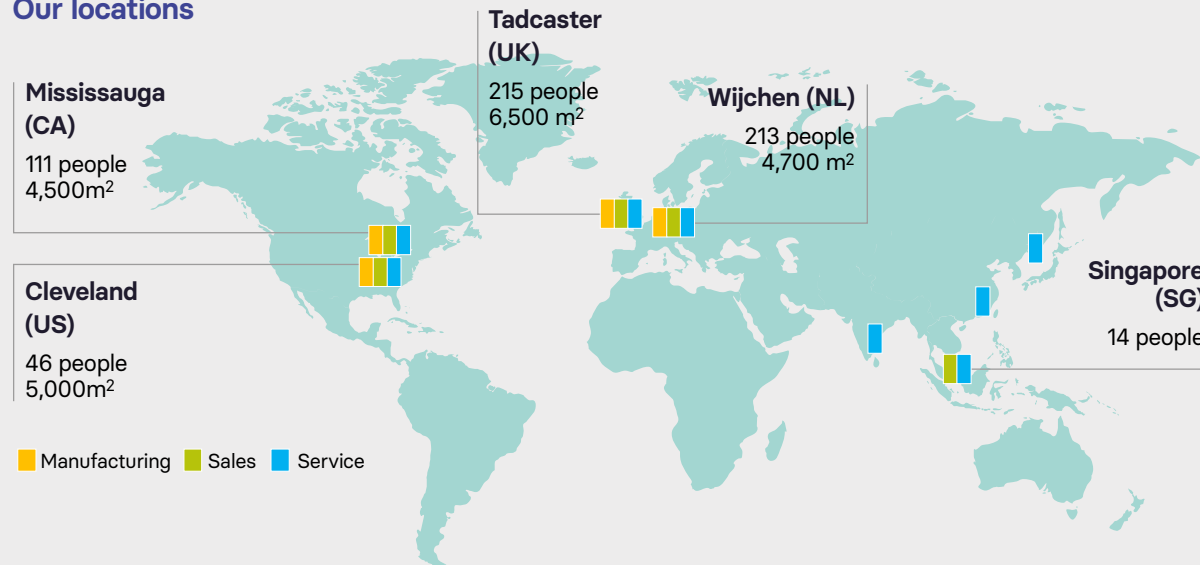


About Mpac

Mpac is a leading provider of automation solutions to the food and beverage, healthcare and clean energy sectors. The Company is publicly listed on the Alternative Investment Market in the United Kingdom, and has been in existence for more than 110 years.

We create and service superior automation and packaging machines globally

Our locations

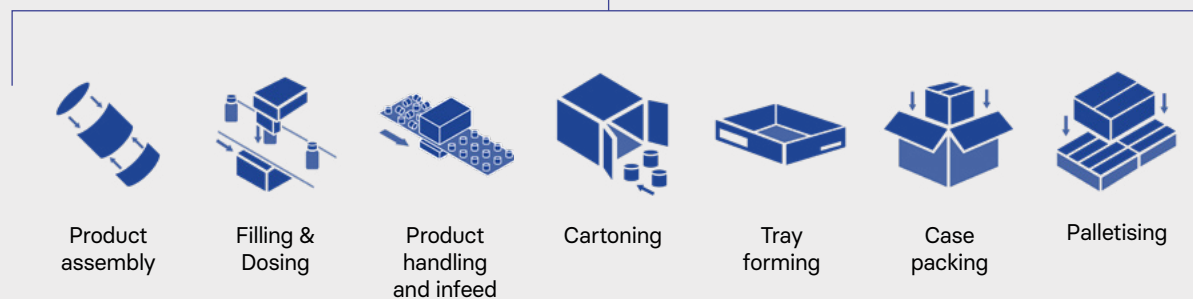


Original Equipment (OE) manufacturing combined with compelling service offerings

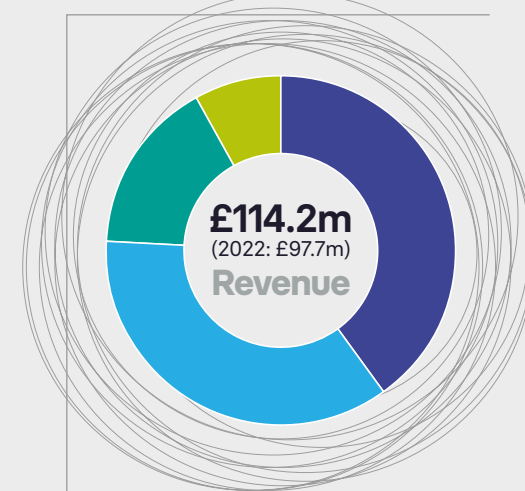
LAMBERT
PRODUCT LINE

LANGEN
PRODUCT LINE

SWITCHBACK
PRODUCT LINE



Sales by Sector (%)



Food & Beverage	40%
Healthcare	36%
Other	16%
Clean Energy	8%

4,000

Machines in service

4

Global manufacturing facilities

80

Countries served

4

Innovations centres

330

Global engineers and designers

8

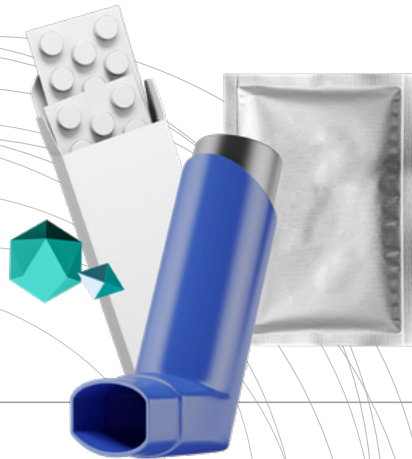
Customer service hubs

Our sectors

Mpac serves the following key market sectors:

Healthcare

Supporting healthcare industries as diverse as contact lenses, asthma treatment, glucose management, wound care, ostomy, facial tissues and dentifrice. Mpac supplies innovative first-of-a-kind machinery as well as standard packaging and testing equipment.



Food and beverage

Providing innovative solutions for secondary and end-of-line packaging. Cartoning and case packing of bags, stick packs, pouches, flow wrapped products, bottles and more, to our customers' requirements. Our machines support production of food and beverages for markets worldwide, from rice, noodles, cereals and coffee, to ice cream, craft beer and cognac.



Clean energy

Developing partnerships to help innovative battery manufacturers to scale up and automate battery cell production, bringing clean sustainable energy to the world.



Our business is focused on the creation of manufacturing solutions that assemble and package the products millions of people worldwide depend on.





OUR VALUES

INTEGRITY

We make and keep commitments. We make decisions in an ethical and transparent way. We value diversity and inclusivity. We care, respect and value others. We drive a safer, healthier and more sustainable future.

DRIVE

We act with a sense of urgency. We believe in simpler, faster, and focusing on what matters to our customers. We do not walk away from challenges. We celebrate success.

EXPERTISE

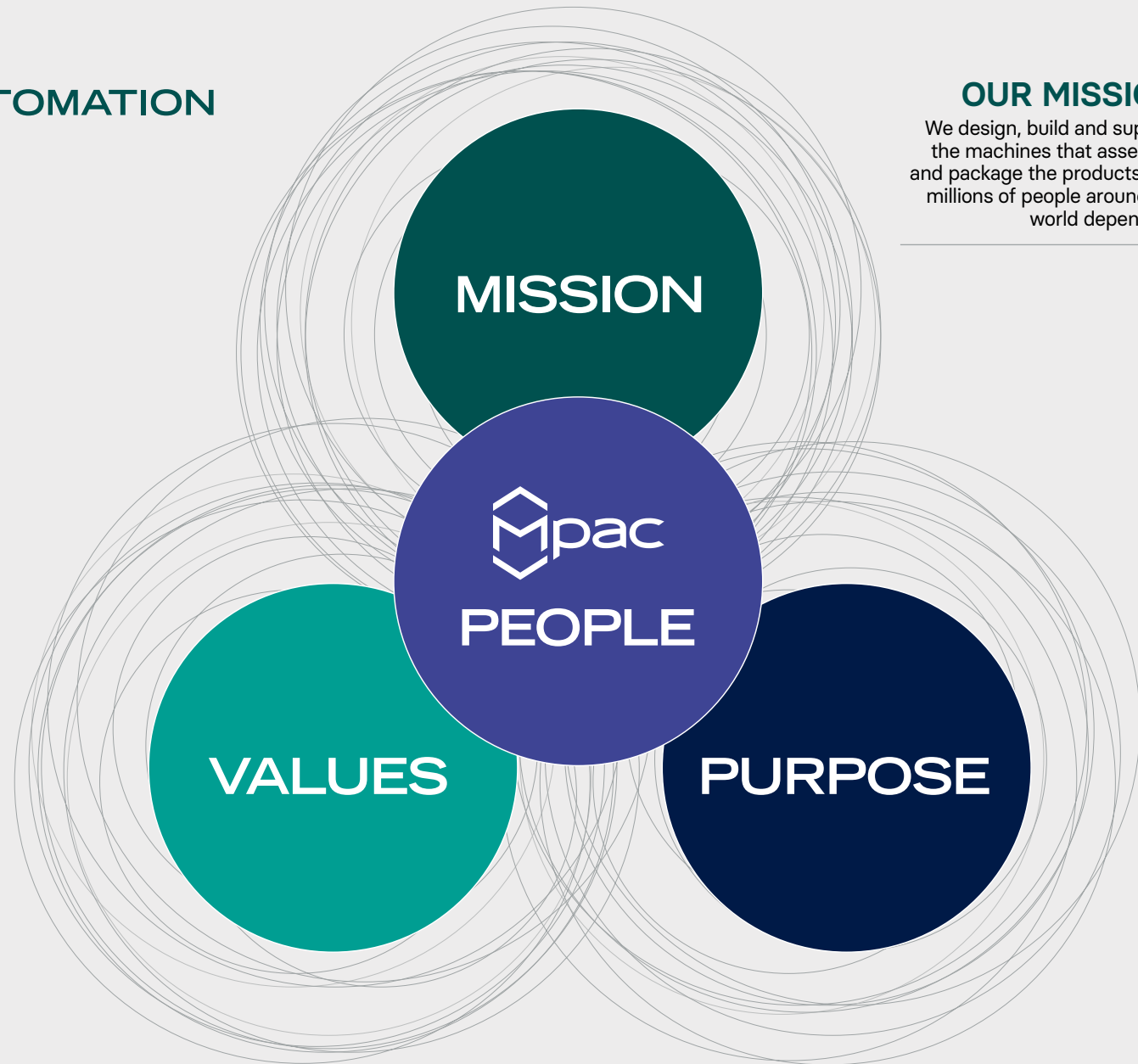
We value expertise, curiosity and shared insight. We take pride in our work, the machines that we create, and the services that we provide to our customers. We strive to continuously improve.

COLLABORATION

We work together, with our customers, and our partners; collaborating without boundaries for the collective goal.

INNOVATION

We use our expertise to push boundaries, creating exciting new tailored solutions for our customers.



OUR MISSION

We design, build and support the machines that assemble and package the products that millions of people around the world depend on.

OUR PURPOSE

Through innovative technology and exceptional service, we help our customers to provide food and beverage, healthcare, and clean sustainable energy across the world.

Sustainability assessment

During 2023 Mpac undertook a group-wide sustainability assessment using the Ecovadis sustainability methodology, covering labour & human rights, environmental, ethics and sustainable procurement, achieving a bronze medal.

Most importantly, the assessment has provided us with detailed improvement opportunities in each of the four areas assessed, and we have begun to work towards the silver medal criteria across all our locations. We will perform a re-assessment during 2024 in order to assess progress.

Materiality assessment

Under consideration for Mpac's next sustainability report is a formal materiality assessment, where we will benchmark material sustainability topics relevant to the industry, solicit feedback from internal and external stakeholders and identify topics to prioritise as part of our ongoing sustainability strategy and in the development of relevant key performance indicators.

Progress and targets

Mpac is at the early stages of the sustainability journey that we have mapped out. Set out below are targets set by the leadership of the business, and where applicable, performance in 2023.

	Goal	Target	FY23	
Environmental	Scope 1 & 2 GHG emissions are carbon neutral by 2030	2030	1,154.84 t CO ₂	
	Scope 3 emissions inventory, measurement and near-term targets set in accordance with SBTi	2025	Commences 2025	
Social	Base-line assessment of Lost Time Injury Frequency Rate	2023	0.50	
	Base-line assessment of employee diversity	– Board	2023	Male: 86% Female: 14%
		– Senior Leadership (excluding Board)	2023	Male: 85% Female: 15%
All suppliers sign up to Mpac anti-slavery and human trafficking code	2025	Commences 2024		
Governance	Compliance Basics refresh training completed by all employees	2024	Commences 2024	



Achieved Bronze rating from EcoVadis October 2023.

Environmental

It's all of our responsibility to do everything within our power to create a planet that provides a home not just for us, but also for future generations.

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At Mpac we recognise the responsibility we have to protect our planet for current and future generations. We strive to act in ways that reduce the impact of our methods of operating as well as through the machines that we design and build for our customers. We also ensure we comply with environmental laws and regulations in all jurisdictions in which we are located.

Emissions

For many years Mpac has captured data on energy usage and certain emissions, complying with the rules governing financial reporting for an organisation of Mpac's size and type. In 2023, we took steps to formally re-assess our carbon footprint by engaging ClimatePartner, a leading solutions provider for climate action who helps organisations calculate their carbon emissions, set strategies for reducing emissions and set emissions reduction targets. Mpac reports emissions in accordance with the Green House Gas Protocol's (GHG) global standardised framework. 2022 will act as a baseline for reporting in future years and measurement of the impact of our actions to reduce our carbon emissions. We have begun by creating an inventory of and measuring our Scope 1 and Scope 2 emissions and certain upstream emissions in our supply chain (Scope 3 emissions), using primary data in almost all instances. As we move forward, we intend expanding our Scope 3 inventory to include a greater proportion of our supply chain. We are also exploring options to conduct product life cycle assessments on the products we supply. Further details of our approach to the environmental impact of the products we supply can be found in the Products section.



Greenhouse Gas Emissions

t CO ₂ e	2023	2022
Scope 1	86.51	105.61
Scope 2	1,068.33	1,190.68
Total Scope 1 and 2	1,154.84	1,296.29
Scope 3*	3,187.24	3,210.94
Total	4,342.08	4,507.23
Scope 1 and 2 intensity (kg CO ₂ e / employee)	2,347	2,794

* Scope 3 limited to business travel, employee commuting, generated waste and certain purchased goods and services

Reduction targets and proposed actions

We have committed to being carbon neutral in respect of our Scope 1 and 2 emissions by 2030. During 2024 and 2025 we will begin to assess our full Scope 3 upstream emissions and establish a path to net zero, including setting near term targets in accordance with the Science Based Targets Initiative (www.sciencebasedtargets.org).

Mpac has introduced several initiatives to progressively reduce carbon emissions over time:

- › Remote diagnostic functionality enabling service technicians to resolve machine issues without the need to travel to the customers' facility
- › Use of a common engineering platform enabling engineers from different locations to collaborate on customer projects without the need to travel
- › Installation of EV charging points
- › Transition of company vehicle fleet to fully electric models
- › Introduced a "cycle to work" scheme

"In our journey, we are committed to being carbon neutral in Scope 1 and Scope 2 emissions by 2030."



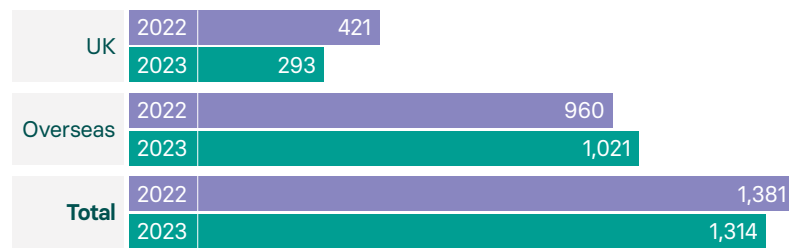
Energy management

Mpac measures its energy consumption on a group-wide basis. Initiatives to reduce our energy consumption include:

- › Motion sensor lighting in offices and meeting rooms
- › Power saving settings on computers and laptops
- › “Follow-me” printing functionality and double-sided printing as default

We are planning the installation of low-power, energy efficient LED lighting in production/assembly areas of our facilities as well as evaluating the fitting of solar panels.

Energy consumption (MwH)



Waste management

Mpac generates a minimal amount of hazardous waste due to the majority of our facilities activities involving light assembly, commissioning and testing. We have policies and procedures in place for the minimisation, safe handling and disposal of any hazardous waste. All operational sites have processes in place for separating recyclable waste from non-recyclable waste to minimise waste going directly to landfill.

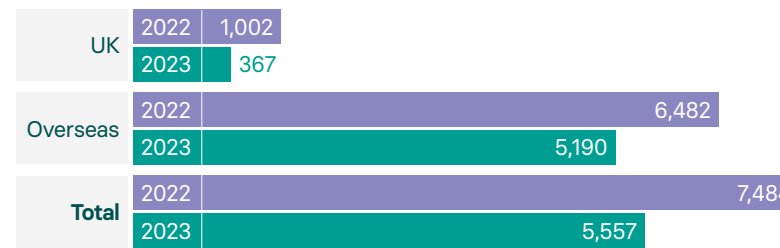
Recycling (%)



Water management

Mpac’s operations are not water intensive, however we ensure we practice strong water stewardship and minimise use. We began collecting site-wide water data for 2022, which we use to monitor our usage and identify opportunities for improvement.

Water consumption (m³)



Proposed improvement actions for the next 12 months covering Environmental are:

- › Training employees on energy consumption reduction
- › Actions to reduce waste generation and water consumption
- › Introduction of KPIs covering environmental matters, including reduction in emissions and energy usage
- › Establishment of emissions reduction targets
- › Actions to reduce emissions and energy consumption

“We build efficient machines with class-leading OEE, helping to improve productivity while eliminating unnecessary waste and energy usage”



Our aim is to help our customers be more efficient by using less energy and reducing waste.



Product design and life-cycle management

Mpac demonstrates a steadfast commitment to product sustainability. Through a holistic approach that integrates innovative design, responsible sourcing, and efficient manufacturing processes, we ensure that the machines we produce have a reduced environmental footprint. We actively seek out eco-friendly materials, minimise waste generation, and embrace energy-efficient production methods.

Mpac designs and builds machines that assemble and package products that are essential to the lives of millions of people. Our machines are designed to ensure they achieve maximum operational efficiency for our customers, thus minimising their carbon footprint throughout their lifetime. We are in a continual dialogue with our customers to understand how we can support their journey of reduced carbon emissions in how we design and build machines for them, but also how those machines operate throughout their lifetime.

Our innovations team operates from four centres around the world, leveraging around 330 engineers and designers to develop new products that meet the emerging needs of our customers, always with sustainability at the heart of our creative process. During 2023 we invested 5% of annual revenues into innovation. Our product development processes focus on analysing the life cycle of our products to reduce CO₂ emissions throughout.

Future innovation initiatives will concentrate on minimisation of waste and emissions, sustainability partnerships and predictive maintenance advancements.

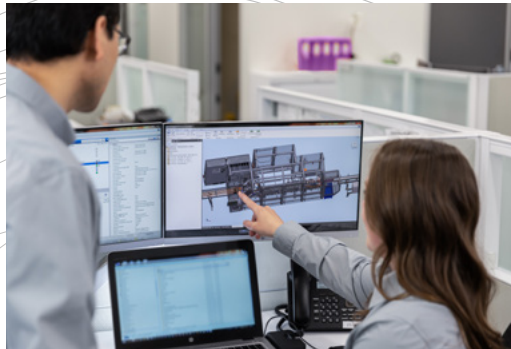
Product design and life-cycle management



Product quality and safety

Mpac produces equipment that interacts with machine operators, engineers and other personnel of the customer and as such we recognise the significant responsibility we have to ensure the safety and quality of the product. We have strict internal processes that address machine risk and ensure that our designs include the required measures to deliver a safe solution. Our design and build processes adhere to well understood and documented procedures including design review stage gates, process development and proof of principle phases as well as a comprehensive in-house commissioning phase before the customer is invited to witness acceptance tests in our facilities.

Product quality is achieved through rigorous supplier selection, onboarding and periodic assessments. Incoming product is also inspected and quality checked prior to storage or transfer to a customer project. Our design review process and final machine commissioning and testing add further assurance to the quality of our solutions.



Supply chain management

Mpac has four main operational sites located in Tadcaster, United Kingdom, Wijchen, the Netherlands, Mississauga, Canada and Cleveland, Ohio, where products are designed, materials procured and manufactured and final assembly and testing takes place. Each site has a dedicated team and senior leaders responsible for supply chain activities. Our sites procure goods locally as well as from some globally located suppliers for critical items not available locally such as pneumatics, electronic components and drive systems. Ultimately, some goods incorporate semi-conductor chips, the majority of which are manufactured in Asia.

Mpac values its relationship with its suppliers and works collaboratively to ensure goods and services are of the required specification and quality and are delivered in accordance with agreed timescales. During 2022, Mpac experienced significant disruption to its supply chain of customer specified electrical components. Alternative sources of supply, engineering rework and closer management of the supply chain, alongside increased stock holding, partially mitigated the impact of this.

Mpac has written supplier onboarding processes and procedures to periodically re-assess supplier performance. A key focus for Mpac is ensuring that suppliers operate responsibly, and that no element of our supply chain involves any aspect of slavery or human trafficking. Our terms and conditions of purchase explicitly state that suppliers must comply with the UK's Modern Slavery Act 2015 and that they implement due diligence procedures over their own supply chain to ensure there is no slavery or human trafficking. Suppliers are requested periodically to attest to this in the form of a written confirmation.

Future actions in supply chain management and sustainable procurement include:

- › Instigation of a formal Supplier Code of Conduct for all suppliers globally, which will include sustainability topics such as emissions, human rights and energy management
- › Supplier CSR risk analysis and inclusion of CSR matters in new supplier assessments and audits of existing suppliers
- › Training for buyers on social and environmental issues within the supply chain

“A key focus for Mpac is ensuring that suppliers operate responsibly, and that no element of our supply chain involves any aspect of slavery or human trafficking.”

We are committed to reducing manufacturers' reliance on single-use plastic, so they don't have to choose between profit and planet.

Carton tray former innovation

Mpac was approached by a global industry leader in the production of cookies to develop a solution to replace pre-formed plastic trays with a more environmentally friendly alternative.

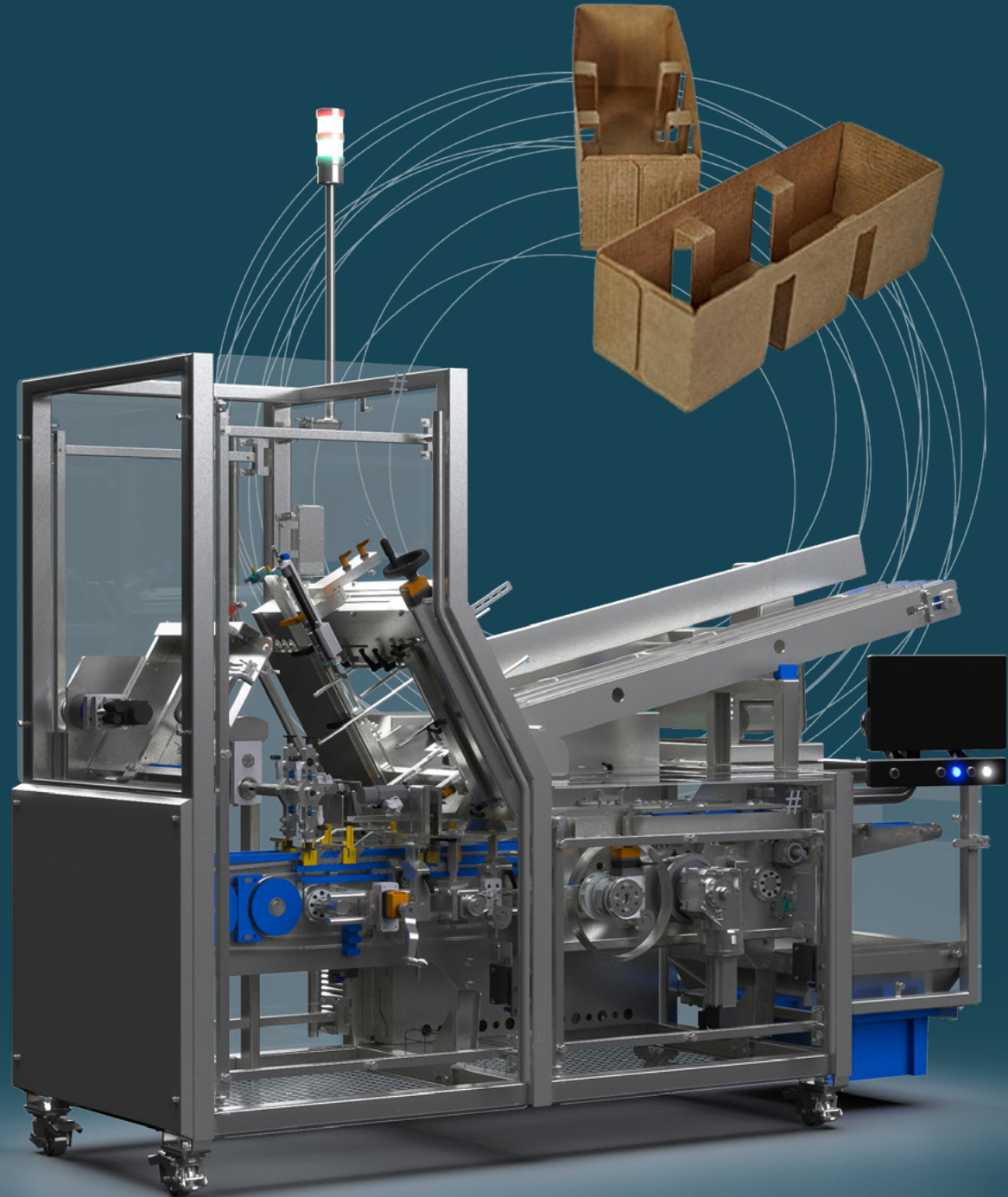
With our long history and in-depth knowledge of handling and erecting cartons at high speed we focused on developing a machine to erect and form a tray from a carton blank at very high speed, also with a small footprint. We developed a novel method of forming and erecting a carton tray from a blank instead of using technology currently available on the market.

We engaged with a carton board material producer that was familiar with the specific requirements for cardboard in the cookie industry. In cooperation with them we developed tray designs that can be formed, glued and erected from a blank. In addition, we developed a version that requires no glue, utilising an interlocking system further reducing the environmental impact of a glue unit.

The environmental benefits of our innovation include:

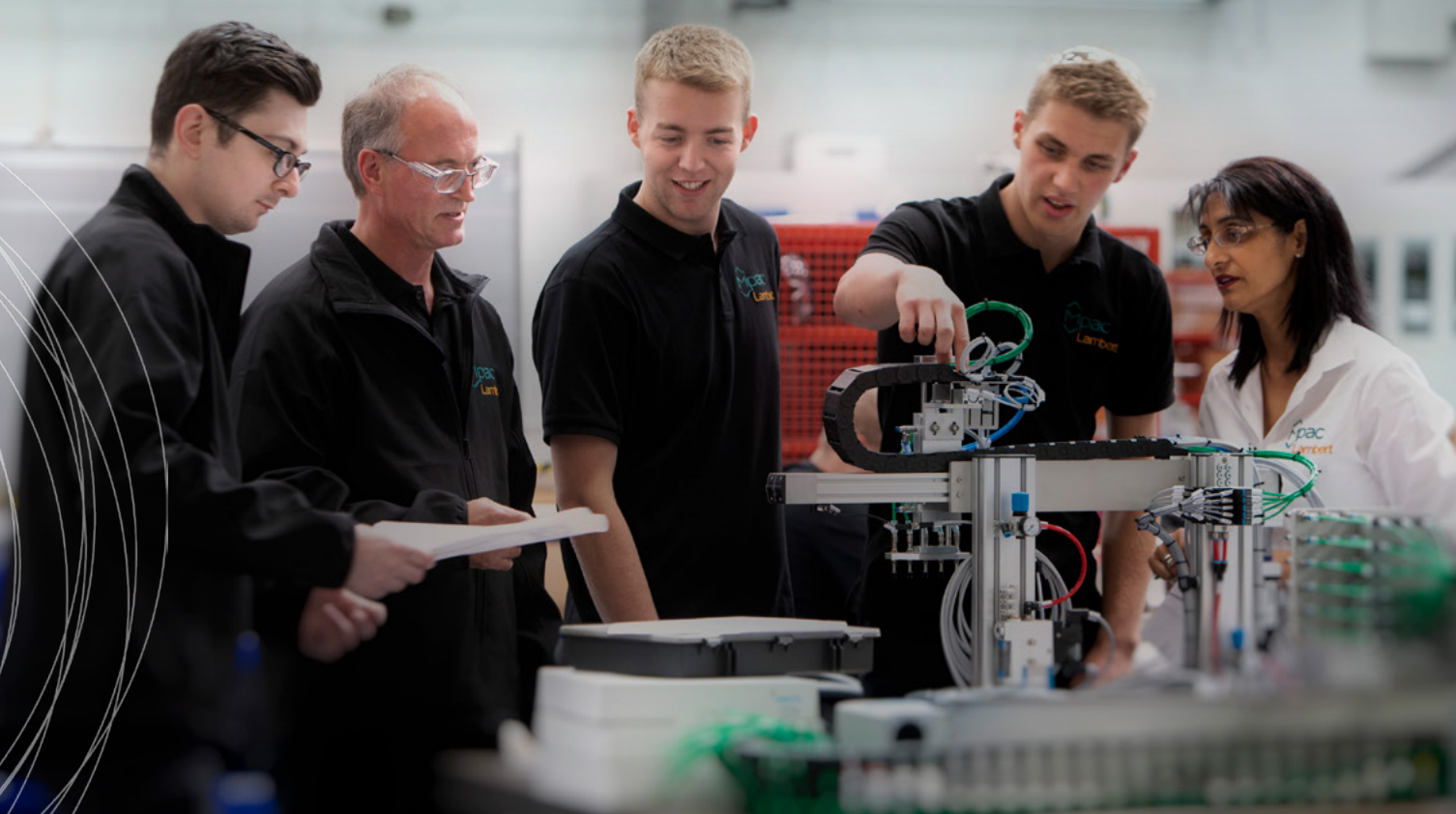
- › Use of an **interlocking design** which eliminates the need for gluing
- › **Small footprint** enabling the machine to be placed where the customer's tray denester would previously have been located
- › **Use of cardboard**, which is more easily recycled than preformed plastic trays
- › Fewer moving parts than existing solutions which **reduces energy consumption**
- › **Reduced logistics** burden due to reduced space consumption of carton blanks versus preformed plastic trays

“The carton tray former provides an eco-friendly solution, replacing existing pre-formed plastic trays with a more sustainable alternative.”



Social

We foster a culture in which every individual is motivated to learn and improve, viewing development as a pathway to career progression.



Health and safety

The health, safety and well-being of our employees is our number one priority. We ensure compliance with health and safety regulations and industry standards, implementing robust safety protocols, and maintain transparency in reporting, contributing to effective risk management and ethical business practices.

Continual review and improvement of our health and safety practices is a paramount commitment within our organisation and we understand the importance of maintaining the highest standards to protect our employees, visitors and other stakeholders.

Mpac in the UK is very proud to hold ISO Accreditations.

ISO Accreditations



It is our intention for all sites to be ISO accredited in the future.

During 2023, Mpac instructed external health and safety consultants to complete an independent review at our facilities in Wijchen, the Netherlands and Tadcaster in the UK, with a programme of remedial action underway. Similar reviews will be undertaken in the US and Canada during 2024.

Health and Safety isn't just a policy at Mpac; it's part of our DNA. Our employees are committed to keeping each other safe, viewing it as a collective responsibility. This culture of safety is ingrained in our daily operations, from the most routine tasks to the most complex projects. We believe in looking out for one another, fostering a workplace where everyone returns home in the same condition they arrived. Together, our employees ensure that safety isn't just a priority – it's a way of life.

Our dynamic Health and Safety Committee, with representatives across all sites, work tirelessly to identify and implement proactive measures to enhance our safety protocols. By consistently evaluating our procedures and policies, we can identify areas for enhancement, stay ahead of the latest industry developments, and adapt to changing circumstances. This proactive approach allows us to not only meet, but exceed regulatory requirements and industry best practices.

Health and Safety reporting plays a crucial role in our organisation. Utilising our best-in-class environmental, health and safety management solution, SafetyQube, we collect and analyse safety statistics and incident reports regularly. This data is shared with our Executive Leadership Team and Board, providing them with comprehensive insights into our safety performance and highlighting any emerging trends or areas for concern, allowing us to make informed decisions and set strategic priorities aimed at further strengthening our safety culture.

The implementation of SafetyQube towards the end of 2023 has allowed us to:

- › Enhance and improve the management of safety across all of our sites
- › Track and report incidents, accidents, near misses, hazards and observations in a more timely and accurate manner
- › Standardise audits, inspections, checks and risk assessments across the business
- › Improve our document management system
- › Improve the deployment of health and safety related training across our workforce
- › Ensure that lessons learnt at any one of our sites leads to improvements in safety management at all of our sites

Health & Safety KPIs

KPI	2023
Number of hazard spot reports raised	237
Number of hazard spot reports closed	199
Lost time injury frequency rate ¹	0.50
Lost time injury severity rate ²	0.75

1 Total number of lost time injury events x 200,000 / total hours worked company wide
2 Number of days lost due to injuries x 200,000 / total hours worked company wide



Our people

Our people define who we are at Mpac. They are our most important asset and represent the foundation upon which we deliver excellence to our customers. Mpac is Mpac people.

Our focus is to provide our employees with a work environment in which they feel appreciated and can give their best. It stands at the heart of our corporate sustainability efforts. We recognise that happy and engaged employees are not only the cornerstone of our success but also instrumental in achieving our broader environmental, social, and governance goals. Their active involvement, commitment, and sense of purpose creates a positive ripple effect throughout the organisation, driving innovation and operational efficiency. The impact of their engagement resonates with our stakeholders, reinforcing our reputation as a responsible and forward-thinking organisation committed to long-term sustainability.

We listen

Making sure our employees know we care is important. That means we listen with the intent to understand, not to respond. We want to create an environment where two-way communication is the norm, where people feel comfortable raising concerns or challenging the status quo. We do this by:

- › Our leaders and managers maintaining an open-door policy, actively promoting transparent and candid conversations
- › Conducting Executive Leadership Team meetings at all Mpac sites, ensuring that every employee has the opportunity for regular, in-person interactions and conversations with our senior executives
- › Working closely with our employee led Communication Champion Network which brings a wealth of experience and diverse perspectives to the table and act as conduits between team members and leadership, ensuring that everyone's voice is heard and valued
- › Conducting regular employee engagement surveys to gather valuable feedback and take action based on the insights provided by our employees

“In our most recent employee survey we experienced a 25 percentage point increase in the number of employees that took part.”

We want the best

To shape the automation world of tomorrow and to remain competitive, we need the best minds. To do this we need to attract new employees as well as retaining our existing ones. Our Employee Value Proposition (“EVP”) is a key component of our employer brand and talent acquisition strategy. It represents the unique combination of benefits and rewards that we can offer our employees in exchange for their skills, experience, and commitment, helping us to attract, retain, and engage top talent. We are on a journey with our EVP. With the help of our employees, we are committed to shaping a proposition that makes us stand out from the crowd and become an employer of choice.

Over the last 12 months:

- › We have conducted a thorough revision of our Vision, Mission, Purpose and Values to ensure they are up-to-date and in harmony with our current identity, core beliefs, and future aspirations
- › Introduced flexible working patterns to help people maintain a healthy work-life balance
- › Launched our Mpac People Awards to recognise and celebrate the hard work and dedication of our employees
- › We have started to invest in our facilities, creating spaces where people want to come to work
- › Refreshed our employee benefits package at selected sites

Our efforts don't stop there, moving forward we plan to:

- › Review and enhance our current benefits package
- › Review our compensation packages to ensure they are fair and competitive within the industry
- › Review our learning and development offer so employees can map their future career here with us at Mpac

90%

of employees feel proud to say they work for Mpac and feel a valued member of the team



Developing talent for the future

Our commitment to learning is a key enabler to our future success. The ongoing development of our employees' technical, management, and leadership skills and knowledge is essential for our organisation to remain competitive and to drive innovation.

We aim to foster a culture in which every individual is motivated to learn and improve, viewing development as a pathway to career progression. Our aim is for every team member to have a personalised development roadmap tailored to their individual career aspirations, regardless of their chosen path.

We have a range of development programs to ensure that we maintain a robust pipeline of adequately skilled employees for the future.

We have ten colleagues who have recently graduated from our leadership development programme through our Mpac Academy. The Mpac Academy programme was created in 2022 with a focus on developing future leaders. Each year, we conduct a rigorous and equitable talent selection process that spans our global organisation, identifying individuals with the potential to advance to senior leadership positions within the company.

The programme encompasses an extensive array of leadership topics, giving participants the chance to not only acquire theoretical leadership knowledge but also to apply it by being given the opportunity to lead various important workplace projects. Additionally, they receive support from coaches and mentors within the organisation and have the privilege of engaging in insightful "fire-side" conversations with members of Mpac's non-executive directors.

"Over the last 12 months there has been a 31 percentage point increase in the number of employees that believe Mpac fosters a diverse and inclusive workplace."



Diversity, inclusion and equality

We are committed to creating a workplace where everyone has a purpose and feels valued for the unique perspectives they bring, where we help and support each other to learn and grow every day, knowing that our collective strength far surpasses what any of us can achieve alone.

2024 will see a much bigger focus for Mpac on diversity, equality, and inclusion. To build a more accurate and detailed picture of who we work with, we will update our equality monitoring practices collecting more representative data including age, disability, ethnicity/race, gender, religion/belief and sexual orientation. We will compare the results against national and local populations to detect under or over representation and take appropriate actions.

We will commit to rolling out equality, diversity and inclusion training, through e-learning courses, webinars and face-to-face sessions to all line managers in 2024. This will help raise awareness, deepen understanding and develop new skills among our teams.

Gender diversity – 2023

	Male	Female
Board	86%	14%
Senior leadership (excluding Board)	85%	15%

Class of 2023 - Graduation celebration



Community

Mpac recognises the significant positive impact we can have within the areas in which we operate and we remain committed to supporting our local communities.

To prosper and grow Mpac relies heavily on being able to attract individuals, often from the local area, to fulfil new roles and ensure we are able to offer compelling employment opportunities to those individuals starting their working journey.

During 2023, Mpac's business in Cleveland held a celebration and customer appreciation day to mark the official opening of its new facility. The new state of the art facility boasts an impressive 5,000 square metre footprint, a significant upgrade on the business' previous facility, offering capacity for growth. As part of the celebration, members of the Company's Board and Executive Leadership Team visited, employees participated with their families and customers were invited to enjoy in the appreciation event. Everyone enjoyed the festivities, music and food and we were fortunate to be joined by Matthew Burke, Mayor of Garfield Heights, and players from the Cleveland Browns football team.

Also during 2023, Mpac's site in Wijchen, the Netherlands, celebrated its 35th anniversary, inviting customers, suppliers and other guests to help celebrate a significant milestone in the site's history.

The Mississauga site held a Thanksgiving Food Drive, from 5 September to 5 October in support of Food Banks Mississauga, an organisation who provides food for nearly 6 million meals each year to those in need. The site employees rallied together and collectively donated over 500 pounds of non-perishable food and personal care items.

In 2023, Mpac launched a Christmas Toy appeal to help underprivileged families during the holiday season. This included the Mpac team in Wijchen supporting the Foundation for Disadvantaged Children who provide support and a better life to children in the Netherlands who live below the poverty line.

In November 2023, Mpac was nominated for an award at The Yorkshires. The nomination gave Mpac the opportunity to sponsor a table at the award ceremony luncheon, the proceeds going to support a local Childrens Charity.

In 2024, we will continue to support local communities within each of our locations through the dedication, commitment and compassion of our employees and in conjunction with our local partners.

1 Our amazing team in Cleveland spent time lending a helping hand at the Greater Cleveland Food Bank, helping to process 10,000 lbs. of food that will be distributed to local senior citizens.



2 The Mississauga Site held a Food Drive, in support of Food Banks Mississauga, who provide food for nearly 6 million meals each year to those in need.

3 The Wijchen, Netherlands site kicked off their 35th Anniversary Celebration week with a staff luncheon. It was a fun-filled event with good food and great company.

4 Cleveland site celebration and customer appreciation day.



Governance

Mpac is committed to excellence in corporate governance and maintains clear policies and practices that promote good corporate governance and support a sustainable business approach.

Corporate governance system

Mpac is committed to excellence in corporate governance and maintains clear policies and practices that promote good corporate governance and support a sustainable business approach. Policies and practices are kept under review to ensure that we meet the required standards, while also ensuring that these are in line with the growth and overall strategic plan for the Group. As a company listed on the Alternative Investment Market in the United Kingdom, the Company has chosen to follow the Quoted Companies Alliance Corporate Governance Code (the "QCA Code"), as the Board believes that adherence to the QCA Code provides a solid foundation for delivering shareholder value and serves to mitigate and minimise risks.

The Mpac Board of Directors comprises two executive directors and four non-executive directors, including the Chair. The Executive Directors are full-time employees of the Company with the Non-Executive Directors considered independent. The directors have relevant skills and experience and cover areas including financial management and control, capital raising, capital goods industries, banking, engineering, strategic planning, business development, mergers and acquisitions and international management.

The Board delegates responsibility for certain matters to its Committees, specifically the Audit Committee and Remuneration and Nomination Committee. Membership of the Remuneration and Nomination Committee excludes the Executive Directors, comprising independent non-executive directors only.

The Executive Leadership Team is responsible for executing and delivering on the strategy set by the Board.

Ethics

Mpac is committed to operating with the highest level of ethical behaviour and has a robust Ethics Policy which sets out the principles that all employees and businesses within the Group are expected to adhere. The policy covers areas such as conduct of business standards, compliance with laws, confidentiality, conflicts of interest and internal controls.

In addition to the Ethics Policy, the Company has policies covering:

- › Anti-bribery and corruption
- › Modern slavery and human trafficking
- › Health & safety
- › Whistleblowing (our "Speak-Up" policy)
- › Equal opportunities
- › Recruitment and selection
- › Safeguarding

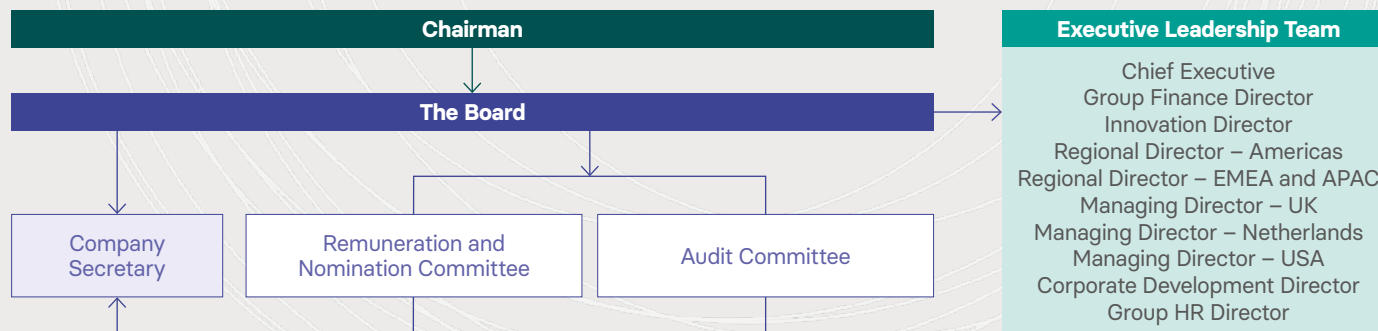
New employees are provided with training on these policies during their on-boarding process and specific training is carried out on anti-bribery and corruption for those considered at increased risk.

As part of its whistleblowing policy, Mpac utilises a third-party provided independent, confidential helpline to allow employees to raise any matters of concern either through a local telephone number or a website address.

Proposed improvement actions in respect of Ethics include:

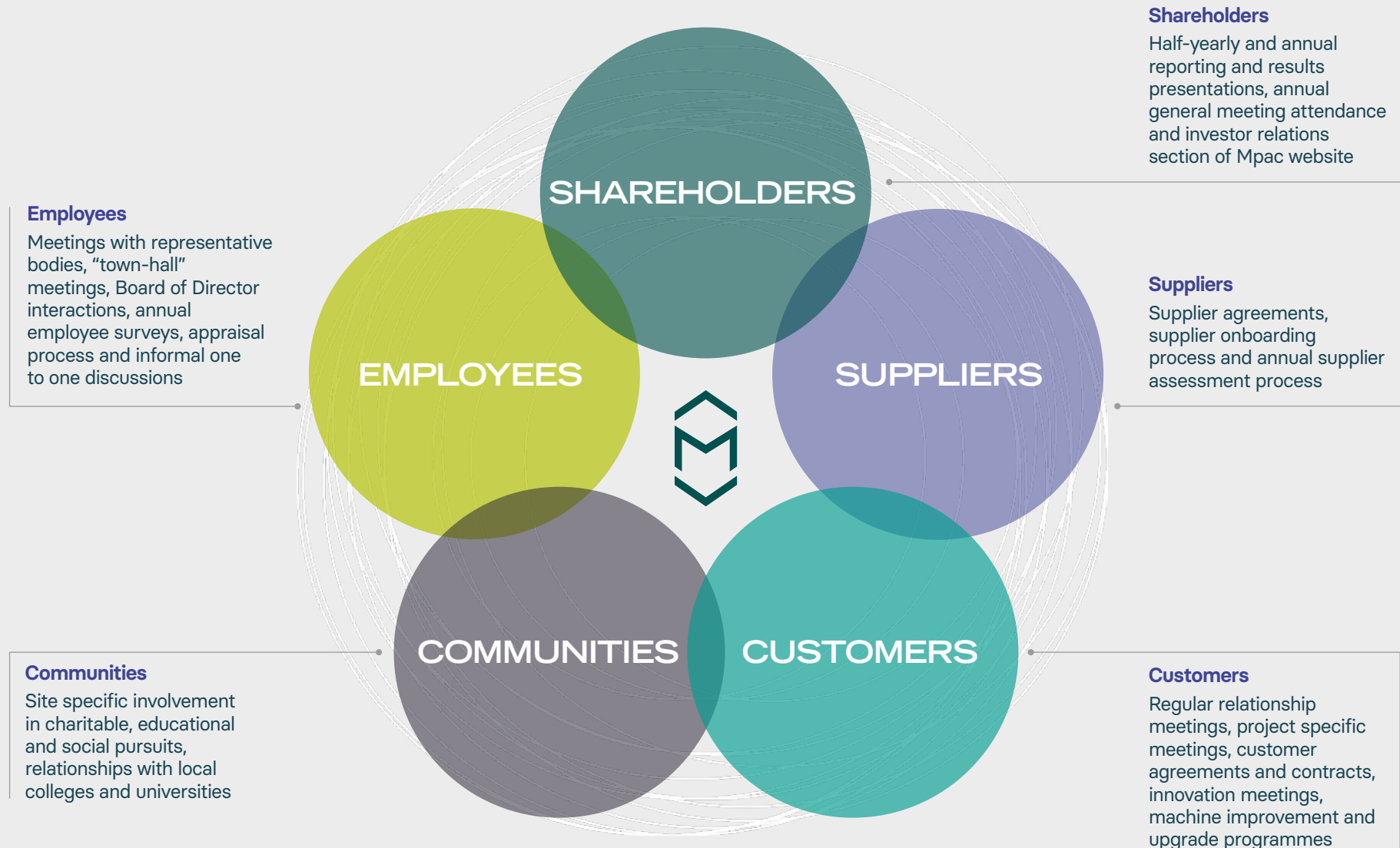
- › Third party corruption risk assessments
- › Third party information security due diligence
- › Information security risk assessments and audit of controls to prevent security breaches
- › KPIs on ethics issues
- › Refresher training on anti-bribery and corruption and modern slavery

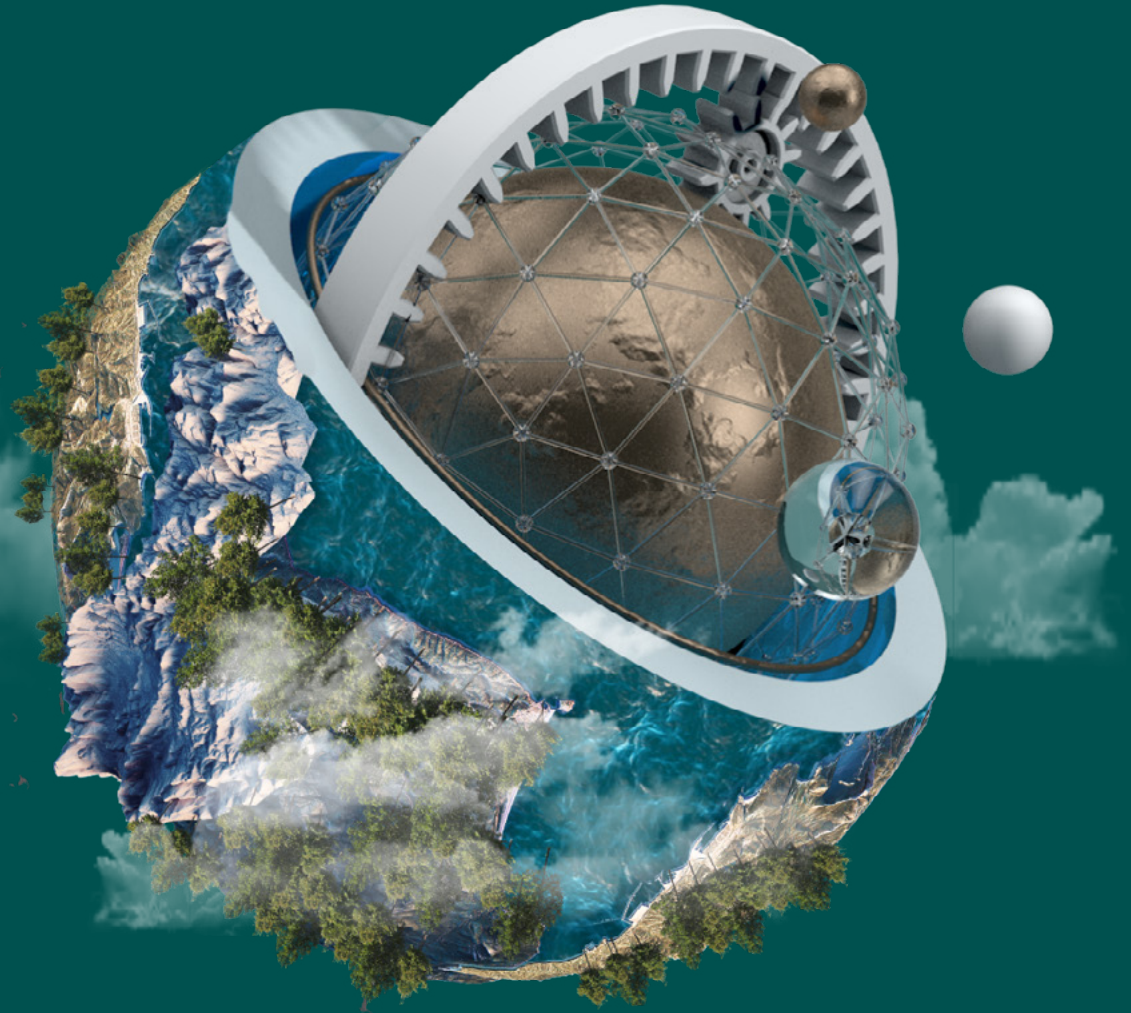
Our Board and Committee structure



Stakeholder engagement

Mpac has a broad stakeholder base which it strives to engage with in a constructive manner to foster effective and mutually beneficial relationships. Our Board of Directors has a duty to consider the interests of stakeholders generally in the actions it takes.





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