

Global Reporting Initiative Index



GRI Code	Description	Disclosures
GRI 2: General Disclosures		
2-1	Organizational details	Alimentation Couche-Tard Inc. ("Couche-Tard" or "ATD" on the Toronto Stock Exchange) operates in 27 countries territories. Our Global Corporate Office is located at 4204, boul Industriel, Laval Quebec, Canada, H7L 0E3. ACT is comprised of four kinds of sites: • Company operated: We control the real estate through ownership or lease agreement and operate the site. Some sites are operated by an agent we commission. • Company owned, dealer operated: We control the real estate through ownership or lease agreement. An independent operator pays us rent and operates the site. We may supply road transportation fuel through supply contracts. Some sites are subject to a franchise, licensing or other similar agreement under one of our banners. • Dealer Owned, dealer operated: The site is controlled and operated by an independent operator. We supply road transportation fuel through supply contracts. Some sites are subject to a franchise agreement, licensing or other similar agreement under one of our banners. • Franchise and other Affiliates - Sites operated by an independent operator through a franchising, licensing or similar agreement under one of our banners. For additional information refer to our 2026 Annual Information Form.
2-2	Entities included in the organization's sustainability reporting	Please refer to pages 3, 38, and 56 in our 2026 Sustainability Report .
2-3	Reporting period, frequency and contact point	Our Sustainability Report is published annually, and reported data covers our latest fiscal year - April 27th, 2025 to April 26th, 2026 (referred to as 2026). Date of most recent report June 22nd, 2026. Please refer to our website for questions about this Sustainability Report or reported information.
2-5	External assurance	PricewaterhouseCoopers LLP (PwC) was engaged to perform a limited assurance engagement over the selected key performance indicators for the current reporting year, with results available in PwC's Independent Practitioner's Limited Assurance Report. We will continue to assess and determine the appropriate level of assurance required for our key ESG disclosures in future reporting periods.
2-6	Activities, value chain and other business relationships	We are a leading destination in the convenience and mobility sectors globally. Our brands include: • Couche-Tard: Our flagship brand in the province of Québec, Canada, where it all started for our company more than 40 years ago. Couche-Tard delivers the convenience products our customers are looking for, in addition to fuel and car wash services, in approximately 650 locations. • Circle K: Our global brand since 2015. First established in Texas in 1951, Circle K was acquired by Alimentation Couche-Tard in 2003 and is now present in more than 27 countries and territories. • Ingo: Ingo is in a network in Sweden and Denmark of more than 490 automated fuel sites. Our products and services include: • Road Transportation Fuel Operations: We sell road transportation fuel at our stores under our corporate brand or the brand of our partners. We have been increasing our offering of renewable fuels and electric charging stations as we move toward a cleaner future. • Merchandise and Service Operations: We offer traditional convenience store items, including fresh food and foodservice, coffee, dispensed beverages, and car wash services. Our customers can rely on our experience as a responsible retailer of age-restricted products such as lottery tickets, tobacco products, and alcoholic beverages. • Other Non-Retail Business: We sell bulk fuel to a wide range of industrial, commercial, and independent business owners. We serve the markets in which we operate, as referenced in GRI 2-1, and provide services in over 17,000 locations globally and serve over 9 million customers daily. • Total sites: 10,730 • Total Canada sites: 2,055 • Total U.S. sites: 7,301 • Total Europe and other regions sites: 5,207 • International Footprint: 2,704
2-7	Employees	• Total employees: 99,844 • Total full-time employees: 55,294 • Part-time employees: 44,550 • Total number of employees (U.S.): 66,262 • Total employees (Canada): 10,233 • Total employees (Europe and other regions): 23,349 For a breakdown of employees by gender please see data outlined in GRI 405.

GRI Code	Description	Disclosures
2-9	Governance structure and composition	Our sustainability work is headed by our Board of Directors, which oversees targets, programs, risks, performance, and reporting. For additional insight please refer to page 42 in our <u>2026 Sustainability Report</u> as well as our <u>Leadership & Governance webpage</u>. • Board gender diversity (percentage of women): 37.5% • Board gender diversity independent directors (percentage of women that are also independent directors): 44.4% • Board independence (percentage of directors that are independent): 56.3% • Board tenure (number): 12.6
2-10	Nomination and selection of the highest governance body	Our Board of Directors has 16 members. The Board has two standing committees: the Audit Committee and the Human Resources and Corporate Governance (HR&CG) Committee. Both committees are made up entirely of independent directors. Directors are elected at our annual general meeting of shareholders and serve until the next year's annual meeting of shareholders or until a successor is elected or appointed. In view of the Corporation's objectives and strategic activities, it is important that the Board has strong experience with environmental and corporate social responsibility issues and an understanding of human resources related matters of large international companies. With respect to diversity, the objective pursued by the Board is to have a variation of age, gender, expertise, social background, ethnicity and nationality. For additional insight refer to page 25 of our <u>2026 Annual Information Form</u> and page 12 and 45 of our <u>2026 Management Proxy Circular</u>.
2-11	Chair of the highest governance body	Alain Bouchard is the founder and serves as the Executive Chairman of the Board, he holds no other positions within the organization.
2-12	External initiatives	ACT have incorporated the United Nation's Sustainable Development Goals within our Sustainability Framework pillars of Planet, People and Prosperity and global sustainability priorities.
2-13	Delegation of responsibility for managing impacts	Our Board of Directors oversees the planning, progress, and achievement of the company's strategic climate objectives, and meets quarterly to discuss and monitor progress. As currently structured, ACT's Board has the ultimate responsibility for the oversight of sustainability-related issues, including climate change. Specifically, it is responsible for overseeing all risks material to the business and ensuring that effective mitigation strategies are in place. The Board also approves the company's climate-related goals, commitments, policies, management systems, and external disclosures. More specifically, our climate-related goals are developed by the Executive Leadership Team and approved by the Board of Directors. Although each priority is championed by an Executive Sponsor, our business units play an integral role in implementing the changes we wish to see. Through our decentralized model, our business units are empowered and able to seize additional relevant opportunities and pursue actions as they see fit (expansion of renewable fuel offers, purchase of renewable electricity, installation of energy management systems, procurement of specific lighting, etc.). Our Human Resources and Corporate Governance Committee ("HR&CG"), composed of Board members, helps the Board fulfill its responsibilities related to the company's sustainability strategy and climate-related issues. More specifically, the charter of the HR&CG states that this committee assumes duties and responsibilities related to Environmental, Social and Corporate Governance, including policies, goals, and targets on climate risks and opportunities. As part of this mandate, the HR&CG reviews and advises the Board on key items for approval, including ACT's climate-related commitments and sustainability report. The HR&CG also informs the Board of ACT's progress on any externally facing sustainability-related commitments and/or targets, including those related to climate change. The HR&CG also meets quarterly to review Executive Sponsors progress on our climate-related goals and proposals, and updates to our strategy. For additional insight regarding the oversight and management of sustainability at Couche-Tard refer to pages 42-45 in our <u>2026 Sustainability Report</u>.
2-14	Role of the highest governance body in sustainability reporting	Our sustainability work is headed by our Board of Directors, which oversees targets, programs, risks, performance and reporting. For additional insight regarding the process for reviewing and approving Couche-Tard's sustainability information refer to pages 42-43 and 45-46 in our <u>2026 Sustainability Report</u>.
2-15	Conflicts of interest	In accordance with applicable law, each Director is required to disclose to the Board any potential conflict of interest he or she may have in a matter before the Board or a committee thereof at the beginning of the Board or committee meeting. A Director who is in a potential conflict of interest must not attend any part of the meeting during which the matter is discussed or participate in a vote on such matter. For additional insight refer to page 40 in our <u>2026 Management Proxy Circular</u>.
2-16	Collective knowledge of the highest governance body	Both ACT management and the Board are involved in identifying and prioritizing risks through the Enterprise Risk Management (ERM) process, which includes identification of sustainability risks. For additional insight refer to page 49 in our <u>2026 Sustainability Report</u>.

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2-17	Governance structure	The HR&CG Committee is responsible for orientation and ongoing education of Directors. Our continuing education program for Directors is structured to broaden their knowledge of the Corporation and the industry and keep them up to date on company initiatives. Methods of education include: newsfeeds, ongoing presentations, annual strategic meeting, committee specific presentation, annual in-depth session and other seminars and programs. For additional insight refer to pages 39-45 of our 2026 Management Proxy Circular.
2-18	Evaluation of the performance of the highest governance body	The HR&CG Committee is responsible for orientation and ongoing education of Directors. Our continuing education program for Directors is structured to broaden their knowledge of the Corporation and the industry and keep them up to date on company initiatives. Methods of education include: newsfeeds, ongoing presentations, annual strategic meeting, committee specific presentation, annual in-depth session and other seminars and programs. For additional insight refer to page 39-45 of our 2026 Management Proxy Circular.
2-19	Remuneration policies	The executive compensation program includes base pay and variable pay, comprised of a Short-Term Incentive program (STIP) and Long-term Incentive Program (LTIP). A significant portion of our executive team's STIP compensation is linked to the achievement of our business goals and priorities (performance), including sustainability. For additional insight refer to page 44-45 in our 2026 Sustainability Report.
2-20	Process to determine remuneration	The Board has given the HR&CG Committee the mandate to, among other things, review and recommend senior executive compensation components and policies, to ensure that they are consistent with best practices while also considering new compensation trends. The process for determining remuneration involves 5 steps, including: • Review compensation program • Set performance targets and objectives • Conduct an ongoing review of the market and performance • Assess corporate and individual performance • Awarded compensation The HR&CG Committee has retained Willis Towers Watson since 2012 as an independent compensation consultant. Willis Towers Watson advises the HRCG Committee on the competitiveness of our executive compensation program and reviews the compensation components and incentive plan design and metrics to make sure they continue to be appropriate. The external consultant conducts this review every two years and completed its last review in 2022. Their review addressed base salary, short-term incentives and long-term-incentives, and the results were used to assess any potential gap between the market median and internal compensation levels. For additional insight please refer to page 34-36 of our 2026 Management Proxy Circular.
2-22	Statement on sustainable development strategy	• A letter from Alain Bouchard, Founder and Executive Chairman of the Board and Alex Miller, President and Chief Executive Officer are included in our 2026 Sustainability Report (page 4).
2-23	Policy commitments	ACT's core values include: • One Team: We work together to make it easier for our customers and colleagues. We stay humble and celebrate shared successes. We have fun and care for each other. • Do the Right Thing: We act with honesty & integrity. We are inclusive: we treat each other, our customers, and our suppliers with respect. We strive towards a cleaner, safer, equitable workplace and planet. • Take Ownership: We treat the business as our own. We seek out problems, act quickly to solve them, and deliver better results. We take responsibility, and when we make mistakes, we learn from them. • Play to Win: We challenge ourselves to play offense, not defense, which means we need to be quick and innovative. We show up every day ready and committed to make an impact using our talents and hard work. Although many of our customers still depend on fossil fuels, we are committed to enabling a low-carbon future by expanding our offering of renewable fuels and electric vehicle charging, while reducing our own emissions and resource use. We're also improving our food and beverage choices to support a more sustainable food chain. We engage with suppliers through a due diligence process to understand and assess supplier programs. All our team members have been asked to engage with these values and share them with our customers and communities. It is important that they are more than just words: they are values that we live by and values that inform all our actions and business decisions as we strive to fulfill our mission of making our customers' lives a little easier every day. For more information regarding our policies for responsible business conduct, please refer to disclosure 2-26.

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2-25	Processes to remediate negative impacts	We have various focuses which can remediate negative impacts. In terms of environment, are expanding our EV charging network and broadening our offer of fuels, including renewable options, reducing energy use at our stores and in our wider supply chains, increasing our use of clean electricity, reducing chemicals and recycling water in our car washes, working toward to more sustainable packaging and encouraging the use of reusable cups and mugs. In terms of People, we are committed to offering a workplace where all team members feel safe, respected and welcomed, and that our customers are listened to and taken care of through programs like “Talk2Us” which allows us to proactively listen to our customers in real-time, act on their feedback promptly, resolve issues as they arise, and empower our employees to deliver exceptional service every time. In efforts to decrease negative impacts of situations to do with workplace harassment, our European business units held a full week of kindness initiatives with activities designed to promote mutual respect and foster a safe, healthy work environment for all. The goal of Kindness Week is to continue to fight harassment and bring awareness to the importance of treating our team members with kindness and respect.
2-26	Mechanisms for seeking advice and raising concerns	ACT has both a Whistleblower Policy and our Corporation's Ethics Code of Conduct. Adopted by our Board of Directors, the purpose of the Whistleblower Policy and Procedures is to ensure that all directors, officers and employees have the means to report complaints or concerns regarding material financial matters, compliance with legal and regulatory requirements and violations of the Corporation's Ethics Code of Conduct, while at the same time providing protection against retaliation for reports made in good faith. Whistleblower Policy: The procedures set forth in the Whistleblower Policy set forth how and where to submit a complaint or concern, who deals with a complaint and how that complaint will be handled, processed and documented. The Policy also describes the standards and principles that will govern the processing of all complaints and concerns whether they are received from people within the Company or external parties. Code of Conduct: Our Human Resources and Corporate Governance Committee is responsible for monitoring compliance with our Ethics Code of Conduct. All management level and above employees undergo an annual certification process, and all new employees are required to read and sign the Ethics Code of Conduct as part of their onboarding process. ACT also has a Hotline for the purposes of reporting unethical or inappropriate behaviour that could harm our people or our business. Reports can be made anonymously by contacting our ACT Hotline using a local toll-free number or via the web. For additional information, please see our Ethics and Compliance page.
2-28	Membership associations	ACT is a member of the National Association of Convenience Stores (NACS), which provides key industry research, identifies issues facing convenience retailers, and helps convenience retail industry operators grow their businesses and respond to changing markets.
2-29	Approach to stakeholder engagement	ACT engages the following stakeholder groups: customers, employees, suppliers, NGOs, communities & governments, investors. For additional insight refer to page 40 of our 2026 Sustainability Report which outlines the methods by which we engage with stakeholders.
GRI 3: Material Topics		
3-2	List of material topics	ACT's materiality matrix identifies the following 5 material topics as being most important: fuel, energy, diversity & inclusion, packaging & waste, workplace safety. For the full list of topics, please refer to page 41 in our 2026 Sustainability Report. In 2026, there are no changes to our sustainability matrix. We are continuing to develop our first Double Materiality Assessment, assessing both how our company's business activities impact our climate and society and how the climate and society impact our company.
3-3	Management of material topics	For our material topics, we currently track impact of the transition, chronic and acute physical risks and opportunities on our business. For example, one risk to our company is Reduced demand for liquid fuel: Global demand for road transportation fuel could decline, driven by regulations (e.g., vehicle energy efficiency standards, bans or reductions in manufacturing limits for internal combustion engine vehicles, mandatory carbon pricing schemes), an uptake in passenger EVs, and changing consumer behaviours (i.e., customer preferences, impact of rising gas prices, road pricing mechanisms, and hybrid models). These reductions may be partly offset by increased global demand for transportation. The financial impact of this risk is: A decrease in revenues from declining fuel sales and increased competition between fuel peers in a constricting market. And a decrease in revenues for merchandise sales from declining foot traffic in stores. Please see our full table of risks on page 47-50 of our 2026 Sustainability Report. In regard to GRI 418, we continually invest in cybersecurity to keep our data safe and to protect our people and our customers. We have a dedicated IT security team, as well as systems and programs to ensure security across the organization.

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GRI 101: Biodiversity		
101-1	Biodiversity Impacts	In Sweden, our pollinator garden project continues and will expand to 15 new INGO stations in the coming calendar year. In Denmark, we have made bio-beds at about 40 locations only do the long blades of grass support biodiversity by providing protection for insects and small animals, but different types of grass also host plants for a number of butterfly species. One of our stores in Montreal has a green roof which is covered with sedum, a kind of succulent weed mix that needs little water and no maintenance. Sedum increases biodiversity by providing a space to live for numerous birds, insects, and living species. Green roofs also significantly reduce the surface run-off from rainfall and help moderate the heat island effect of urban environments.
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	• Revenues (in M\$ U.S.): 76,507 • Operating expenses (in M\$ U.S.): 9,817
201-2	Financial implications and other risks and opportunities due to climate change	Our climate-related financial disclosures ambition continues to align toward the disclosure standards set by the International Accounting Standards Board (IASB), and more specifically, IFRS S2. Every year, we continue to enhance our disclosures and strengthen our business strategy. In this year's report, we continue to improve our precision on our material sources of Scope 1 and 2 emissions. Regarding our disclosure of Scope 3 emissions, we disclosed last year our most material sources and we continue to add to our inventory toward mandatory disclosure regulatory requirements. In 2026, we invested \$154 million in renewable projects, including the addition of dispensers to our network. These investments bring our total investment since 2020 to \$794 million, and we now have over 8,100 pumps with renewable alternative fuels and charge points for electric vehicles, an increase of more than 800 dispensers over prior year. These investments since 2020 have enabled us to achieve an important portion of our fuel and energy calendar 2025 goal, and we are progressing steadily toward our 10-year commitment to invest \$1 billion in renewable projects. This also supports our ambition to increase the number of renewable dispensers in our network to 10,000. We also continue to build on our qualitative climate scenario analysis process along with steps to enhance our understanding of and response to identified climate-related risks, and we have taken steps toward a more detailed quantitative assessment of our transition risks and opportunities. This exercise continues to provide us with insights and a robust foundation from which we can address climate-related risks and opportunities across our operations while supporting the transition to a lower carbon economy. For details of this analysis refer to pages 47-50 in our <u>2026 Sustainability Report</u>.
GRI 302: Energy		
302-1	Energy consumption within the organization	• Total energy consumed within the organization (MWh): 2,829,003 • Direct energy (f) MWh: 533,427 • Indirect energy (h) MWh: 2,295,577 Please see page 56 in our <u>2026 Sustainability report</u> for footnotes.
302-3	Energy intensity	• Energy intensity by site (MWh per site): 234.2 • Energy reduction performance by site as a percentage (%): 0.8%
GRI 303: Water and Effluents		
303-1	Interactions with water as a shared resource	Over the past three years, the company has expanded its efforts in the North American carwash market while enhancing its environmental practices by implementing advanced water recovery and reuse strategies. These efforts include repurposing wastewater from reverse osmosis systems for undercarriage washes and installing reclaim systems that recycle 40–50% of water for lower-quality applications. While water reclamation approaches differ globally, ranging from more sustainable systems in Europe to mechanical treatment methods in North America, growing regulatory pressure and environmental awareness, particularly in Canada and the U.S., are driving broader adoption of water-saving technologies, with the company actively leading these initiatives across its network. For additional details refer to page 15 of our <u>2026 Sustainability Report</u>.
303-3	Water withdrawal	• Water withdrawn (megalitres): 14,917 • Water intensity by site (megalitres): 1.75 • Water reduction performance by site (%): 6.8% For additional details refer to pages 55-56 of our <u>2026 Sustainability Report</u>.
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	In 2026, our total GHG emissions for Scope 1 (Metric tons (t) CO₂e) are 170,582. For additional details, please refer to page 54-55 of our <u>2026 Sustainability Report</u>.
305-2	Energy indirect (Scope 2) GHG emissions	In 2026, our total GHG emissions for Scope 2 (Metric tons (t) CO₂e) are 638,209. For additional details, please refer to page 54-55 of our <u>2026 Sustainability Report</u>.

GRI Code	Description	Disclosures
305-3	Other indirect (Scope 3) GHG emissions	During 2023, we completed a screening-level assessment to better understand our relevant Scope 3 emission categories, in line with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Results from this screening exercise revealed that, in total, upstream emissions from purchased goods and services (more specifically fuel and merchandise) and downstream emissions from the use of sold products (fuel), were identified as material categories. We are however continuously working to improve our disclosed inventory of Scope 3 emissions. Therefore, this report includes Scope 3 emissions for: • Category 1: Purchased goods and services (fuel and merchandise only) • Category 3: Fuel and energy activities (upstream emissions from electricity sold as well as for in-house fleet operations) • Category 11: Use of sold products (fuel only) • In 2025, those emissions were 178,993,712 metric tons (t) CO2e. 2026 Sustainability Report (page 54-56)
305-4	GHG emissions intensity	• GHG emissions comparable basis Metric tons (t) CO2e: 851,116 • GHG intensity by site TCO2e per site: 63.6 • GHG reduction performance by site: (5.6%)
305-5	Reduction of GHG emissions	For an overview of our energy reduction measures refer to page 51 - 53 in our 2026 Sustainability Report.
GRI 306: Waste		
306-1	Waste generation and significant waste-related impacts	As a global convenience and mobility retailer, we have a significant role to play, by increasing our offering of reducing resource use in our processes and supply chains and helping to reduce waste generation by promoting sustainable alternatives at our stores.
306-2	Management of significant waste-related impacts	We achieved our 2025 packaging goal, with 29% of our portfolio meeting sustainable criteria such as recycled content, certified materials, reusability, or compostability, while recognizing the need for continued progress. In 2026, we introduced recyclable polypropylene packaging in North America designed for both recyclability and reuse, and we continued to explore paper-based and recycled plastic alternatives, including issuing proposals in Canada to secure more reliable, sustainable options. In Europe, we streamlined product assortments to reduce packaging volumes, aligned our waste sorting with EU requirements, and closely monitored evolving regulations. We also responded to stricter single-use plastic rules by launching reusable cup and plate initiatives in select markets, with plans to expand these efforts as we advance more circular packaging solutions.
306-3	Waste generated	Through our work with Too Good To Go across our markets, we've taken tangible steps to reduce surplus food in our stores, diverting it from landfill and making it accessible to customers at reduced prices. Using the Too Good To Go app, customers can purchase bags of food that would otherwise go to waste, at a significantly lower price. Globally, as of 2026, we've saved over 4 million meals with this program. In addition to saving good food from being thrown away, this has helped cut millions of kilograms of CO2 emissions. In the last year, we've had a global average of 3,689 meals saved per day.
306-4	Waste diverted from disposal	Our European business units handle waste according to the Waste Framework Directive, which covers best practice methods for waste disposal, recovery, recycling, re-use, and prevention. Our European business units receive and review waste data regularly to identify more cost-efficient waste management approaches. Many of them have implemented waste initiatives: for example, Ireland has appointed "Waste Champions" who are accountable for waste handling procedures. Sweden has multi-stream waste bins available in checkout lines. In Canada, we have implemented a rigorous and structured approach to waste management, aligned with our commitment to operational excellence and environmental responsibility. Clear procedures are actively communicated across all levels of operations, supported by a cross-functional collaboration with internal experts. This collaboration led to the development of a dedicated waste management training module now deployed through our Workday platform.
306-5	Waste directed to disposal	Across our markets, we are working to optimize our recipes and assortment, for example, extending the shelf life of spreads to reduce spoilage, introducing smaller bottle formats to reduce waste and simplify operations, and simplifying our range of bread and bakery products to standardize quality and cut down on excess items. In the Baltics, we've introduced end-of-day discounts, selling all prepared sandwiches, wraps, bakery items and "last-day" products at a discount at the end of the day. In Europe, all stores are subject to local regulations mandating multi-stream separation of materials. All our European stores therefore separate waste into multiple waste streams including food waste, plastic and/or cans, cardboard, hazardous waste, and residual waste. Our European business units receive and review waste data regularly to identify more cost-efficient waste management approaches.
GRI 308: Supplier Environmental Assessment		
308-1	Supplier Environmental Assessment	We hold our suppliers to high standards and expect them to conduct business in a manner that aligns with our values and corporate governance. To this end, we have introduced a Supplier Code of Conduct into these relationships. Applying to all our suppliers, vendors, service providers, agents, brokers and manufacturers, this Code of Conduct includes aspects such as compliance with applicable laws and legal requirements, ethical business practices, ethical employment standards and human rights, environment and sustainability. This past year, all procurement managers were trained to include this code in newly signed contracts. We also tracked sustainability key performance indicators based on suppliers' answers to questionnaires.

GRI Code	Description	Disclosures
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	Our Global HSE Strategy focuses around a common goal: Keeping people safe. We are continuously improving our programs, procedures, training, and facilities to ensure a safe and healthy working environment. Globally, we are governed by the presiding bodies in each country where we operate, such as OSHA in the United States, CCOHS in Canada, and others.
403-2	Hazard identification, risk assessment, and incident investigation	In efforts to ensure a safe work environment, our Global HSE Strategy includes data collection from all company-owned stores into a central case system on three broad categories: Injuries, crime, and property damage. Workplace safety performance is closely monitored across our operations to identify trends and emerging risks, with stable results overall in Europe but continued challenges from customer-facing incidents such as security issues, alongside traditional risks like slips, trips, falls, cuts, burns, and scalds. These insights guide our focus on harassment prevention, employee support, and practical risk management at the site level. We capture safety learnings through incident case studies and reinforce them through targeted communications, audits, and operational reviews to drive continuous improvement and close HSE gaps. In North America, we are strengthening safety outcomes through expanded training programs that emphasize safe behaviors, including prevention of common injuries, defensive driving, de-escalation techniques, and proper lifting practices. In taking steps to protect team members from harassment and assault, we deploy country specific programs based on identified needs. For example, through a survey, our Norwegian Human Resources team detected higher than anticipated and indicated in HSE reporting aggressions towards our team members. To address this, a harassment combat framework was created by our European HSE teams. As part of this program, a simplified QR-based reporting mechanism was introduced, making it easier to report this type of unacceptable behaviour, and giving us better visibility into a previously untracked issue. The QR code solution will also be evaluated for other HSE uses.
403-3	Occupational health services	We know that when team members are healthy, they are ready to provide the best possible customer experience. Keeping in mind the differences between social benefits generally provided in Europe vs North America, we strive to provide needed services to our team members. We also offer an employee assistance program, an on-demand phone-based hotline service which provides crisis counseling, as well as other directive services for financial or legal help, daycare sourcing, and others. Lastly, there are multiple levels of health insurance available for employees and their families, including the use of HSA or FSA funds.
403-4	Worker participation, consultation, and communication on occupational health and safety	In North America, we have Health, Safety and Environment (HSE) networks that focus on communication between and among business units which closely resemble established processes in Europe. In this network, team members at multiple levels of operations are empowered to elevate safety-related concerns in addition to the standard case management process, as well as communicate best practices for safe work. Each North American business unit has a Region Operations Director, several market managers, and a team member in each store, all committed to communicating with each other about safe working practices and existing risks.
403-5	Worker training on occupational health and safety	All new employees receive training approximately 5 hours of safety training at the time of hire, depending on local requirements. Topics include general safety, ladder safety, lifting safety, and food safety. Approximately 3 hours of this is considered gamified training: 2 hours max for Safety Star and 1 hour max for Food Safety Hero. In addition to centralized training on age restricted sales, each Business Unit maintains locally applicable training around the sale of age restricted products.
403-6	Promotion of worker health	We offer an employee assistance program, an on-demand phone-based hotline service which provides crisis counseling, as well as other directive services for financial or legal help, daycare sourcing, and others. Lastly, there are multiple levels of health insurance available for employees and their families, including the use of HSA or FSA funds.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We engage with suppliers through a due diligence process to understand and assess supplier programs. We look at business integrity, quality, health and safety, labour conditions, human rights, environmental issues, and ethical practices, among other topics. In the U.S. and Canada, we have clauses on environmental issues, safety, security, and ethics. In Europe, suppliers are required to complete our supplier declaration to attest their commitment of compliance to our requirements, which includes our environmental, social, and governance expectations.
403-9	Work-related injuries	- Fatalities (number): - - High consequence work-related injuries (number): 47 - Rate of high consequence work-related injuries (rate): 0.07 - Recordable work-related injuries (number): 1,765 - Rate of recordable work-related injuries (rate): 2.5

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GRI 404: Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	Developing our people is always a top priority for us. We strive to create a culture that fosters the growth of our team members and provides a warm and safe environment for them to flourish. We continuously work to improve our onboarding and training programs globally, with our values at the forefront of everything we do. To date, 6,000 store managers have completed the Store Manager Leadership Development program, a testament to their individual growth and our commitment to their professional development. This program includes six in-person and six on-the-job experiences, and is updated regularly. With the in-person component largely concluded, the program is available through virtual delivery allowing new managers or those who need to make up classes to attend without strain on the business units. Our Circle K Safety Star program continues to show positive results. This interactive mobile app-based training provides game-play opportunities for store team members to learn more about workplace injuries, why we care that they work in a safe manner, and the consequences of poor safety practices. For an overview of our employee programs and initiatives, please refer to page 24-28 in our 2026 Sustainability Report.
GRI 405: Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	• Total females (number): 55,567 • Total U.S. females (number): 37,501 • Total Canada females (number): 4,675 • Total Europe and other regions females (number): 13,391 • Female of total employees: 55.7% • Female executive leadership: 27.8% • Female directors and above: 35.0% • Female total senior management: 30.2% • Female management: 62.6% • Female non-management: 54.7%
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Across our network, we have long-standing partnerships with community organizations in all of our business units that are working to help at-risk children and youth, support families in need, offer health services, and break the cycles of poverty and exclusion. ACT donated a total of just over \$1.24 million in 2026 to local charities, consultations, municipal, regional and national authorities including chambers of commerce, in addition to customer and team member fund raising. Below are examples of the contributions and involvement of our business units and team members.
GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	All our suppliers, vendors, service providers, agents, brokers, and manufacturers must adhere to our Supplier Code of Conduct, which includes provisions related to fair compensation and working hours, no forced labour or child labour, employee health and safety, environment and sustainability. Beyond complying with all applicable laws and regulations in their jurisdictions, suppliers are strongly encouraged to reduce their greenhouse gas emissions, water consumption and use of water, and to integrate an Environmental, Social, and Governance (ESG) framework into their company policies and business practices. For additional insight refer to page 35 in our 2026 Sustainability Report.
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Our foodservice suppliers and private brand production facilities adhere to food safety standards and procedures that align with Global Food Safety Initiative standards. Unannounced food safety audits are conducted to ensure and validate on-site food safety, and non-compliance matters are addressed by working closely with our stores and following up on corrective actions.
GRI 417: Marketing and labeling		
417-1	Requirements for product and service information and labeling	Our foodservice suppliers and private brand production facilities adhere to food safety standards and procedures that align with Global Food Safety Initiative standards. We have also started a food safety digitization journey to provide accurate and up to date food information to stores and customers, securing compliance and efficiencies for in store information and labelling, in addition to automatic temperature measurements. For our Private Brand contracts, supplier documentation is analyzed and evaluated through due diligence processes and tools available for either Circle K directly and/or third-party providers. • For additional insight refer to page 35 in our 2026 Sustainability Report.