

array



**ONE ARRAY.
ONE RESPONSIBILITY.**

2025 CSR HIGHLIGHTS REPORT

array

/əˈRĀ/ NOUN:

an impressive display
or collection

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CEO'S MESSAGE

Responsibility is one of the foundations of who we are at Array. It shapes how we work together, how we support our customers, how we care for our people and communities, and how we build a stronger future for our business.

Throughout 2025, we continued strengthening the connections between our people, building stronger global teams and reinforcing collaboration across every region. While our business spans different countries, cultures and capabilities, our commitment to doing the right thing remains the same everywhere we operate.

This year brought meaningful progress across every aspect of our Environmental, Social and Governance journey. We strengthened responsible procurement practices, maintained industry-leading ESG performance, continued advancing our climate commitments and delivered another year of exceptional health and safety performance. At the same time, we invested in our people through learning and development, expanded employee recognition initiatives, listened to feedback through our first global engagement survey and continued creating an environment where every employee has the opportunity to grow and contribute.

Responsibility extends beyond compliance or reporting. It is reflected in thousands of everyday decisions made by our teams – designing more sustainable retail environments, supporting customers in achieving their own sustainability ambitions, collaborating across borders, recognizing one another's contributions and continually improving the way we work.

The achievements highlighted throughout this report belong to every member of the Array team. They demonstrate what is possible when talented people come together around shared standards, a shared commitment to responsibility and a common purpose.

While we are proud of the progress we've made, we know our journey continues. Building One Array is about continuously raising the bar – for our people, our customers, our communities and our planet. Together, we will continue creating great experiences while building a stronger, more connected and more responsible global organization.

Tony Gosse
Chief Executive Officer

A YEAR OF PROGRESS

Building Responsibility Through Consistent Action

Throughout 2025, we continued strengthening our environmental performance, reinforcing ethical business practices and investing in our people. Together, these milestones reflect another important step in building One Array.

Global Employee Engagement Survey

Our latest global employee engagement survey brought together feedback from colleagues across the organization, helping us better understand the employee experience while creating meaningful action plans that will continue into 2026.

- **1,201** employee responses
- **80%** participation rate

Investing in Continuous Learning

Throughout 2025, we continued expanding our global learning culture through the Percipio learning platform, providing employees with greater access to professional development, leadership resources and technical learning opportunities.

- **10,107** Total Learning Hours

Living Wage Roadmap

During 2025, we completed extensive benchmarking across global markets, creating a clear roadmap toward our commitment to provide a living wage across the organization by 2030.

POPAI Awards

Our EMEA teams received industry recognition through the POPAI Awards, celebrating creativity, innovation and excellence in retail experience design.

CyberVadis

Cybersecurity remains an essential element of responsible business. Independent assessment confirmed continued improvement in our cybersecurity maturity, strengthening the protection of our customers, employees and business.

Responsible Procurement Strengthened

Responsible sourcing continued to evolve through enhanced supplier engagement, comprehensive social assessments and strengthened governance across our global supply chain.

EcoVadis Gold

Our sustainability programme continued to be recognized with EcoVadis Gold, placing Array among the world's highest-performing companies for sustainability management.

2025 at a Glance

79 EcoVadis Score

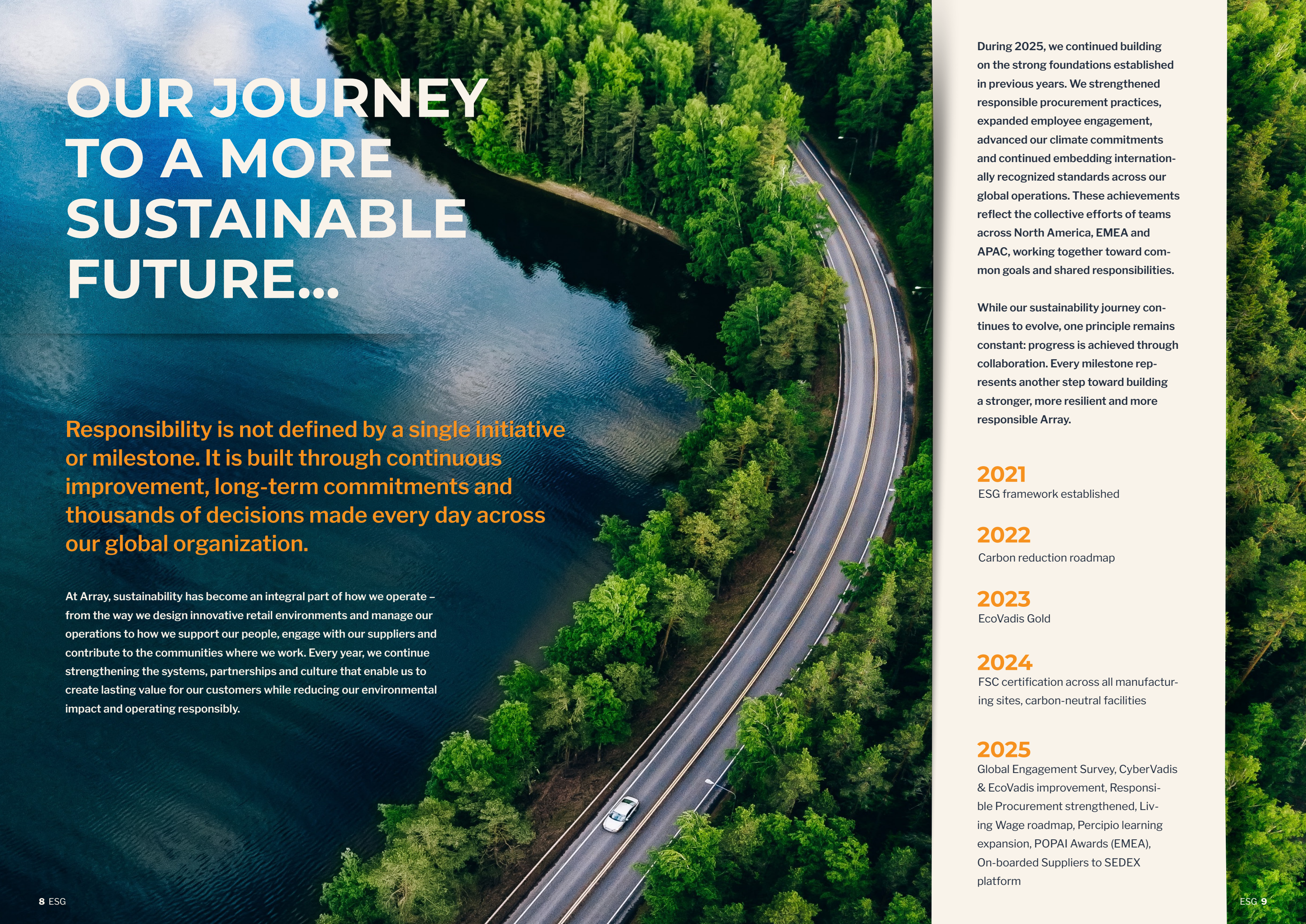
100% OHSE Coverage

0 Occupational Illnesses

100% Code of Conduct Acknowledgement

0.99 Total Recordable Incident Rate

0 Confirmed Ethics Violations



OUR JOURNEY TO A MORE SUSTAINABLE FUTURE...

Responsibility is not defined by a single initiative or milestone. It is built through continuous improvement, long-term commitments and thousands of decisions made every day across our global organization.

At Array, sustainability has become an integral part of how we operate – from the way we design innovative retail environments and manage our operations to how we support our people, engage with our suppliers and contribute to the communities where we work. Every year, we continue strengthening the systems, partnerships and culture that enable us to create lasting value for our customers while reducing our environmental impact and operating responsibly.

During 2025, we continued building on the strong foundations established in previous years. We strengthened responsible procurement practices, expanded employee engagement, advanced our climate commitments and continued embedding internationally recognized standards across our global operations. These achievements reflect the collective efforts of teams across North America, EMEA and APAC, working together toward common goals and shared responsibilities.

While our sustainability journey continues to evolve, one principle remains constant: progress is achieved through collaboration. Every milestone represents another step toward building a stronger, more resilient and more responsible Array.

2021

ESG framework established

2022

Carbon reduction roadmap

2023

EcoVadis Gold

2024

FSC certification across all manufacturing sites, carbon-neutral facilities

2025

Global Engagement Survey, CyberVadis & EcoVadis improvement, Responsible Procurement strengthened, Living Wage roadmap, Percipio learning expansion, POPAI Awards (EMEA), On-boarded Suppliers to SEDEX platform

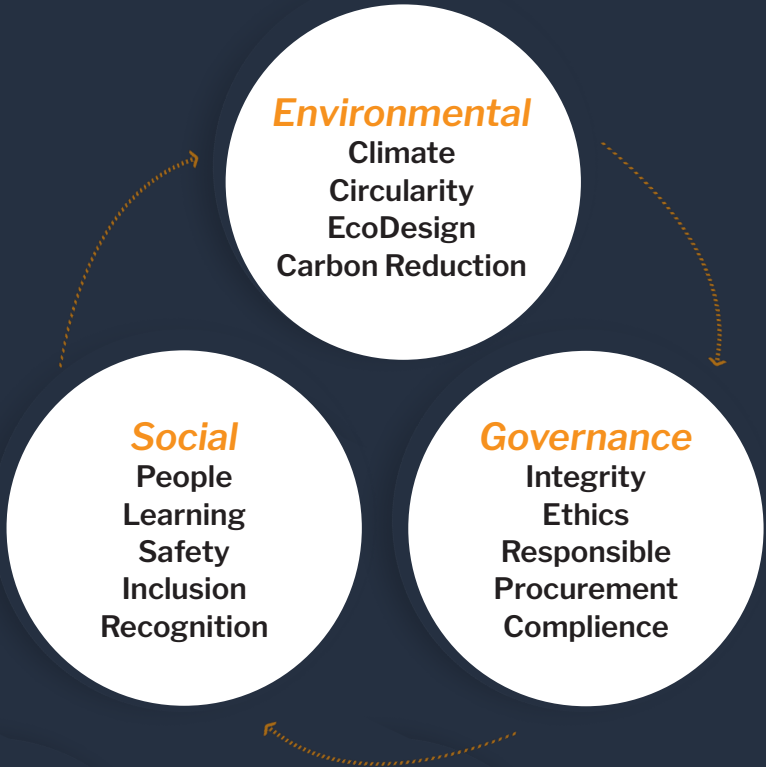
ONE ARRAY. ONE PURPOSE.

Responsibility Is Part of Everything We Do

Creating great experiences begins with acting responsibly.

At Array, Environmental, Social and Governance (ESG) principles are embedded throughout our business – not as separate initiatives, but as an integral part of how we design, manufacture, source and deliver retail solutions around the world.

Our approach recognizes that long-term business success depends on creating value responsibly. That means reducing environmental impact, protecting the wellbeing of our people, maintaining the highest ethical standards and working closely with suppliers, customers and communities to create positive outcomes across our entire value chain.



Throughout this report, we highlight the progress made across our three strategic ESG pillars:

Environmental

Reducing our environmental footprint through climate action, circularity, responsible manufacturing and sustainable product design.

Social

Creating an inclusive, safe and engaging workplace where our people can learn, grow and succeed while making a positive impact in the communities we serve.

Governance

Building trust through ethical business practices, responsible sourcing, strong governance and transparent decision-making.

Together, these pillars help us deliver on our commitment to customers, employees, suppliers and communities while continuing to build One Array.



ENVIRONMENTAL PILLAR

SHAPING THE FUTURE OF SUSTAINABLE CHOICES

Every Retail Environment Begins With a Decision

The materials we select, the way products are engineered, how they are manufactured, transported and ultimately reused all influence their environmental footprint.

At Array, sustainability is integrated into every stage of this journey, helping our customers create retail experiences that are not only visually impactful but also designed with long-term environmental performance in mind.

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Sustainability is not a feature of our products – it is a principle that shapes how we design, manufacture and deliver them.



Turning Innovation into Measurable Results

We continually improve the way we design, manufacture and operate by reducing emissions, increasing energy efficiency, minimizing waste and embedding circular thinking into product development. Through close collaboration with customers and suppliers, we help transform sustainability ambitions into practical retail solutions that deliver measurable results.

Environmental responsibility is also about building resilience. As customer expectations and regulatory requirements continue to evolve, we remain focused on creating products and processes that support a lower-carbon future while maintaining the quality, creativity and operational excellence our customers expect.

Progress requires collaboration, transparency and continuous improvement. Every project, facility and innovation contributes to our broader ambition of building a more sustainable future for retail.

Our Environmental Commitments

Our environmental strategy is guided by internationally recognized frameworks and scientific best practices. Array supports global efforts to address climate change and continually evolves its environmental management practices in line with emerging international standards.

Our greenhouse gas accounting is aligned with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, providing a consistent methodology for measuring and reporting greenhouse gas emissions across our operations.

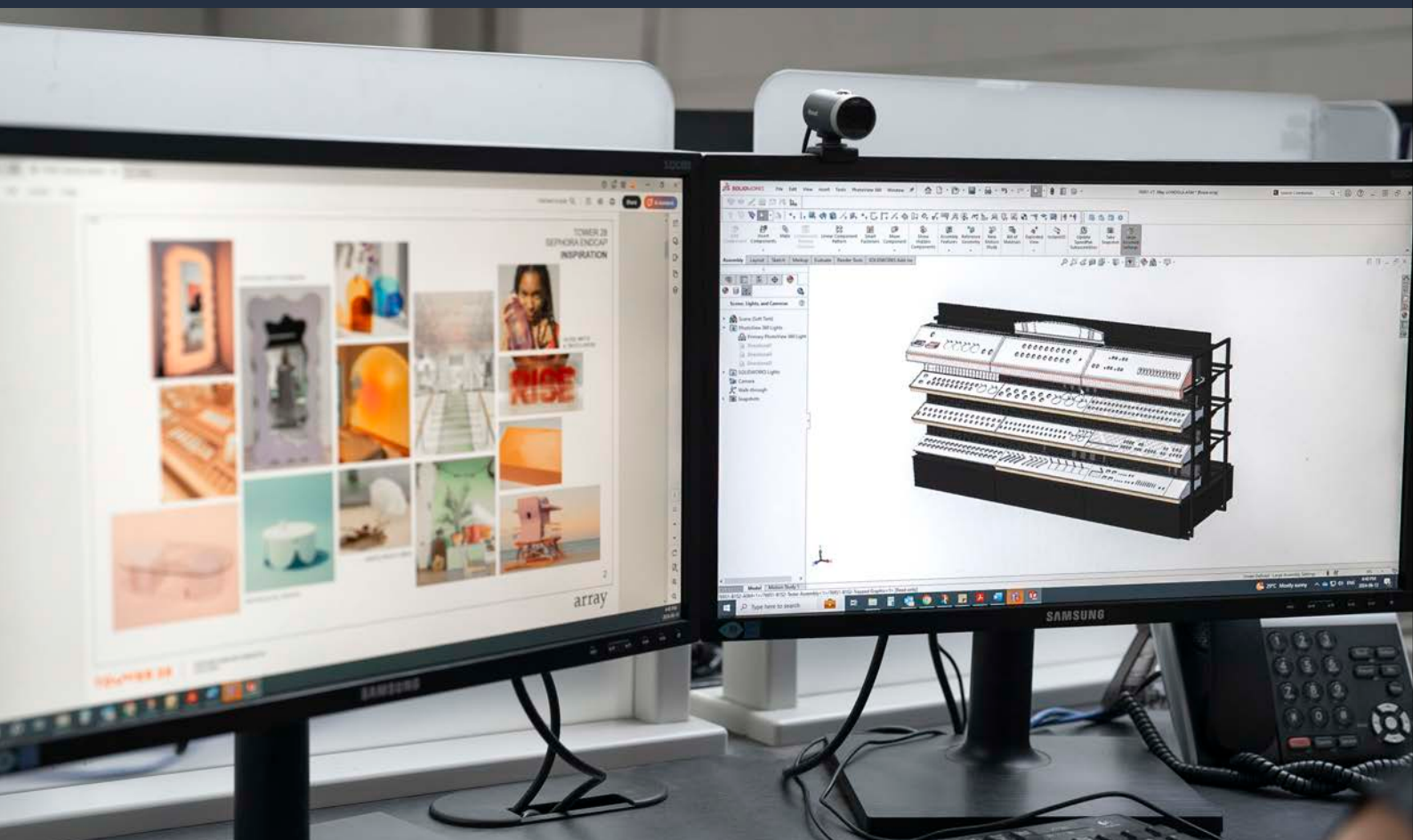
Our climate strategy supports the long-term objectives of the Paris Agreement, contributing to the global transition toward a lower-carbon economy through emissions reduction, energy efficiency, responsible sourcing and continuous improvement.

SUSTAINABILITY BY DESIGN

The greatest opportunity to reduce environmental impact begins long before production starts.

By considering material choices, manufacturing methods, logistics and end-of-life outcomes during the design phase, we help customers make more informed decisions without compromising creativity, quality or performance.

Our design and engineering teams work closely with customers to identify opportunities to reduce material use, improve recyclability, increase durability and extend product life. Through lifecycle thinking and collaborative innovation, sustainability becomes part of the creative process rather than an afterthought.



8 EcoDesign Principles

Every project is assessed against eight EcoDesign Principles:

- **Design with Recycled or Renewable Materials** – prioritising recycled, renewable and responsibly sourced materials to reduce reliance on virgin resources.
- **Minimize the Amount of Materials Used** – optimising designs to achieve the required performance with less material, reducing resource consumption and embodied carbon.
- **Reduce Transportation Impacts** – designing for efficient logistics through lightweight construction, flat-pack solutions, modularity and optimised packaging.
- **Minimise Energy Consumption** – reducing energy demand during manufacturing and product use through efficient engineering and technologies such as LED lighting.
- **Reduce Manufacturing Waste** – improving manufacturing efficiency to minimise offcuts, scrap and production waste.
- **Avoid Harmful Materials and Processes** – selecting safer materials, finishes and production methods wherever practical.
- **Design for Longevity** – creating durable, serviceable and modular retail solutions that remain in use for longer and can be easily refreshed or upgraded.
- **Design for Recyclability** – enabling products and components to be more easily disassembled, recycled or recovered at the end of their useful life.



Together, these principles help customers make informed design decisions based on measurable sustainability criteria while maintaining the creativity, quality and functionality expected from world-class retail environments. Every project receives an overall ERA EcoDesign Score, enabling customers to compare alternative design solutions, understand their environmental performance and identify opportunities to reduce environmental impact from the earliest stages of development.

These principles also guide the everyday decisions we make across our business. Wherever practical, we prioritise FSC-certified wood and paper, increase the use of recycled plastics and recyclable aluminium and steel, optimise packaging to reduce material use and transport emissions, incorporate energy-efficient LED lighting, improve material efficiency and continually seek opportunities to extend product life through modular and repairable designs.

OUR CLIMATE JOURNEY

Moving Towards a Lower-Carbon Future

Addressing climate change is one of the defining challenges of our time, and we recognize the important role businesses play in supporting the transition to a lower-carbon economy.

At Array, reducing greenhouse gas emissions is not a standalone initiative – it is embedded into how we design products, operate our facilities and work with customers and suppliers. By improving operational efficiency, increasing the use of renewable energy, embracing circular design principles and making informed decisions across our value chain, we continue to reduce the environmental impact of our business while delivering exceptional retail experiences.

Our climate strategy combines practical action with long-term ambition. We continuously measure our environmental performance, identify opportunities for improvement and invest in solutions that help reduce emissions across our operations and products.

As we continue this journey, transparency remains essential. Measuring our environmental impact enables us to set priorities, monitor progress and make better decisions for our business, our customers and future generations.

Our Climate Roadmap

Measure | Develop a robust greenhouse gas inventory aligned with internationally recognized methodologies.

Reduce | Improve energy efficiency, optimize manufacturing processes and reduce emissions across operations.

Innovate | Design lower-impact retail solutions through circular thinking, responsible materials and lifecycle assessment.

Collaborate | Partner with customers, suppliers and employees to accelerate environmental progress throughout the value chain.

Improve | Continuously monitor performance, identify new opportunities and strengthen our environmental programmes year after year.

Climate Commitments

Our greenhouse gas inventory is prepared in alignment with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, ensuring a consistent and internationally recognized methodology for measuring and reporting emissions.

Our climate strategy supports the long-term objectives of the Paris Agreement, contributing to the global effort to limit climate change through emissions reduction, energy efficiency, responsible sourcing and continuous improvement across our operations and value chain.

We continue to strengthen our climate programme by improving data quality, expanding emissions reporting and embedding carbon considerations into operational and business decision-making.

2025 Climate Highlights

- **49,5%*** renewable electricity across operations
- **75,934** tonnes CO₂e reported (location-based)
- **75,790** tonnes CO₂e reported (market-based)
- **-5%** reduction in operational emissions (location-based)
- **50%** reduction in operational emissions (market-based)
- **100%** facilities reporting environmental data
- **2,414** tonnes of materials recycled from our facilities

*Includes renewable electricity procured through direct PPAs and renewable generation reflected in regional grid.

VALUE CHAIN OPERATIONS INVESTMENT

Array's Emissions Reduction Strategy has been a developed vision to help mitigate climate change and ensure the resiliency of our operations while taking advantage of relevant opportunities.

Our vision is to achieve carbon neutrality by 2050 through our action focused approach to climate related risks while providing positive environmental, social and economic benefits to key stakeholders.

This vision is guided by our core business principles and will be achieved though focusing on Array's Emission Reduction Categories.

Focus Areas

Supply Chain

Lowering supply chain emissions through sustainable sourcing, supplier emissions tracking, certified materials and transportation efficiency improvements.

Products & Services

Assessing and reducing product emissions through EcoDesign, low-carbon innovation, sustainable materials and responsible packaging solutions.

Operations

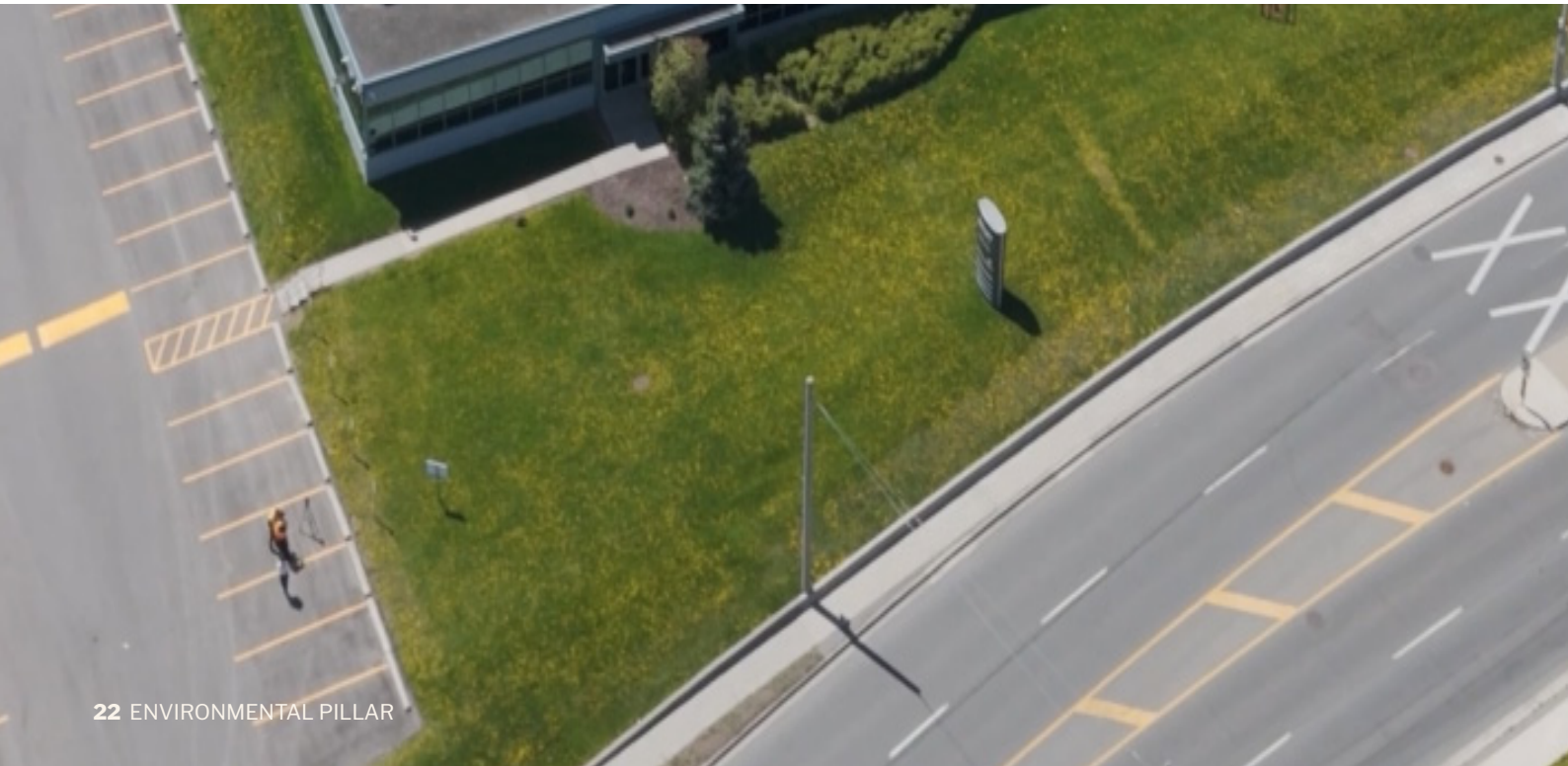
Reducing emissions through energy efficiency projects, renewable energy, circular production practices and robust waste management programs.

Investment

Investing in innovation, sustainable materials and new technologies to develop lower-carbon products, manufacturing processes and solutions.



ENERGY & OPERATIONS



Improving Performance Across Our Operations

Environmental responsibility begins with how we operate.

Across our manufacturing facilities, teams continually identify opportunities to improve efficiency, reduce energy consumption and optimise resource use. These improvements not only reduce environmental impact but also strengthen operational resilience and support long-term business performance.

Our environmental management systems help ensure consistent monitoring, clear accountability and continuous improvement across all locations. From investments in more efficient equipment to renewable electricity and heat recovery initiatives, every improvement contributes to our broader climate ambitions.

Rather than relying on a single initiative, our approach combines hundreds of operational improvements that collectively create meaningful environmental progress.

Operational Priorities

Energy Efficiency
Modernising equipment and optimising manufacturing processes.

Renewable Electricity
Increasing the share of renewable electricity across our operations.

Heat Recovery
Recovering and reusing energy generated during manufacturing processes.

Environmental Management
Monitoring environmental performance through structured management systems and continuous improvement.

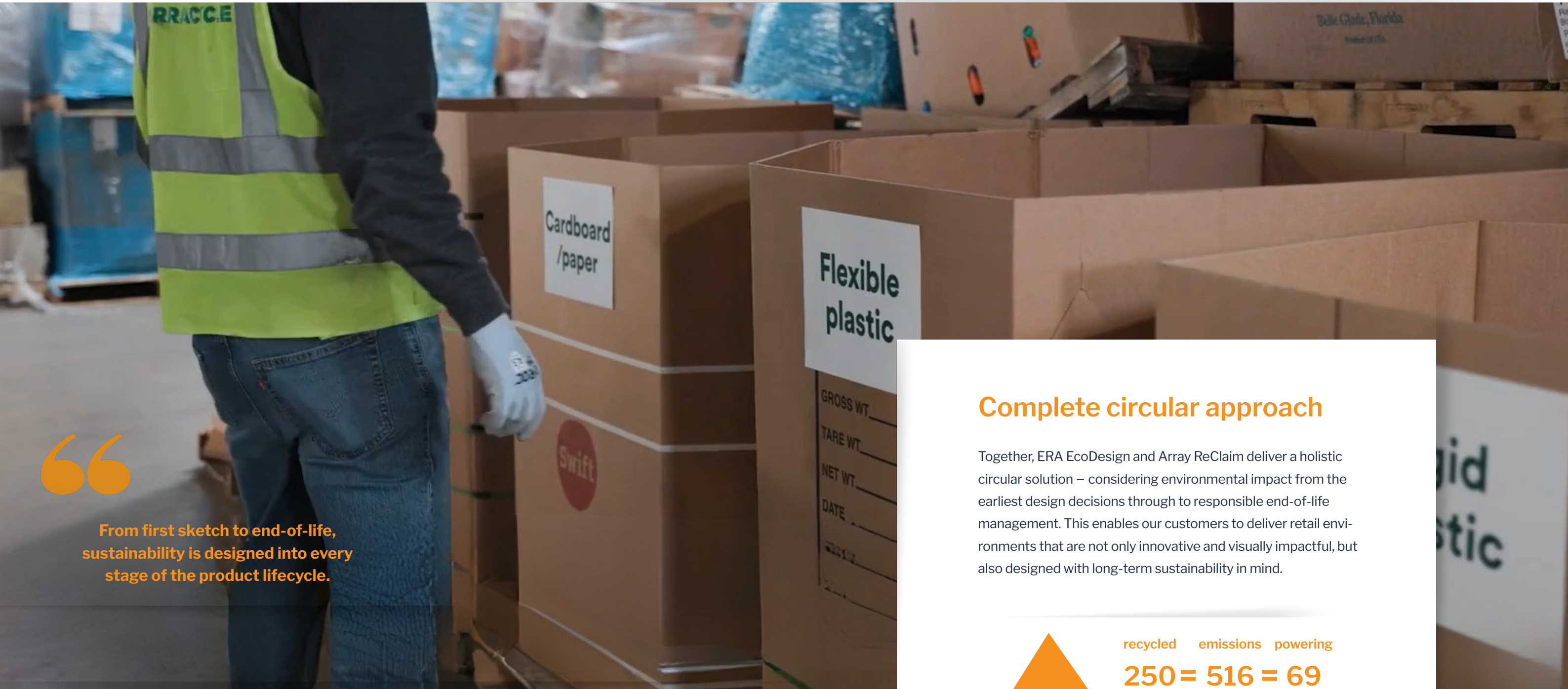
Waste Management Program
Managing waste generated through our operation is one of our main environmental initiatives.



CLOSING THE LOOP WITH ARRAY RECLAIM

Sustainability does not end when a retail display reaches the end of its useful life. Through Array ReClaim, we help customers recover, recycle and responsibly manage end-of-life retail fixtures, supporting circular economy principles while reducing waste sent to landfill.

Depending on the project and local infrastructure, Array ReClaim enables customers to return retired units for material recovery, refurbishment or responsible recycling. Where possible, valuable components and materials are reintroduced into new applications, helping reduce the demand for virgin resources while supporting customers’ own sustainability objectives and waste reduction commitments.



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From first sketch to end-of-life, sustainability is designed into every stage of the product lifecycle.

Complete circular approach

Together, ERA EcoDesign and Array ReClaim deliver a holistic circular solution – considering environmental impact from the earliest design decisions through to responsible end-of-life management. This enables our customers to deliver retail environments that are not only innovative and visually impactful, but also designed with long-term sustainability in mind.



recycled	emissions	powering
250	=	516 = 69
metric tones		MT CO2 eq
		US homes for 1 year

PARTNERING WITH OUR CUSTOMERS

Helping Brands Achieve Their Sustainability Goals

Sustainability is increasingly becoming a shared objective between Array and our customers.

Many of the world's leading retailers and consumer brands have established ambitious environmental targets, creating new opportunities to collaborate on more sustainable retail environments.

By combining engineering expertise, lifecycle thinking and responsible material selection, we help customers identify practical solutions that reduce environmental impact while maintaining outstanding design, functionality and shopper experience.

Our collaborative approach enables sustainability to become part of the design conversation from the very beginning – supporting informed decision-making, transparent environmental reporting and measurable project outcomes.

Whether through lifecycle assessments, modular design, lower-impact materials or carbon-conscious engineering, our goal is simple: help customers succeed while creating a more sustainable future for retail.

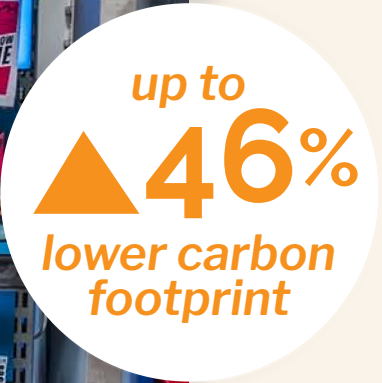


Sustainable Design, Proven Performance: Natural Collection at Boots

We designed and delivered a dedicated display unit for the Natural Collection in Boots, combining sustainable materials with efficient retail execution.

Manufactured using 82% recycled materials, renewable cork trays, and mono-material components designed for recyclability, the fixture reflects the brand's natural positioning through a refined, ingredient-inspired aesthetic.

Its modular design supports operational efficiency, enables seasonal updates, and delivers measurable commercial impact, contributing to a significant uplift in sales.



Bold Impact, Lighter Footprint: Sustainable Merchandising with NYX PMU

A modular merchandising system was developed for NYX Professional Makeup at Boots, pairing bold brand expression with a deliberately low-impact material palette.

Built from recycled board and recycled, recyclable plastics – cutting CO2e by up to 46% versus virgin materials – its swappable graphic panels allow campaign refreshes without rebuilding the structure, lowering campaign waste by 43% and reducing transport impact.

With fewer materials, simpler updates, and a plug-and-play build, this system delivers a scalable, sustainable approach to retail display – proving standout shelf impact and a lighter footprint can go hand in hand.

SOCIAL PILLAR



BUILDING ONE ARRAY

Our People Drive Everything We Achieve

Every retail environment we create, every customer relationship we build and every innovation we deliver begins with the passion, creativity and expertise of our employees. That's why investing in our people is one of the most important investments we can make.

At Array, we believe a successful workplace is one where people feel safe, respected, supported and empowered to grow. We strive to create an environment that values collaboration, encourages continuous learning and recognises the unique contribution every individual brings to our global organization.

Throughout 2025, we continued strengthening employee wellbeing, expanding development opportunities, listening more closely to employee feedback and celebrating the people whose commitment helps shape our culture every day.

As One Array, we are building more than a workforce – we are building a connected global community united by shared purpose, mutual respect and a commitment to continuous improvement.

OUR PEOPLE AT A GLANCE

1,702 Employees
Globally

12 Countries

87% Employee
Retention

43% Women
in Management

5.77 Average Training Hours
per Employee

80% Engagement
Training
Participation

HEALTH, SAFETY & WELLBEING

Everyone Home Safe, Every Day

Nothing is more important than the health, safety and wellbeing of our people.

Creating a safe workplace is a shared responsibility. Through strong leadership, employee engagement and robust environmental, health and safety management systems, we continue building a culture where safety is embedded into every task, every project and every decision.



Doing the Right Thing, Every Day

Throughout 2025, our teams demonstrated an unwavering commitment to maintaining safe working environments across our global operations. This commitment was reflected not only in strong performance indicators but also in the everyday behaviours that help prevent incidents before they occur.

Beyond physical safety, we continue supporting employee wellbeing by promoting healthy workplaces, encouraging open communication and providing programmes that help employees thrive both professionally and personally.

“

Safety is not simply measured by statistics – it is measured by the confidence our employees have that every colleague looks out for one another.

0.99

TRIR (Total Recordable Incident Rate)

0.31

LTIR (Lost Time Injury Rate)

0

Occupational Illnesses

100%

OHSE Management System Coverage



LISTENING TO OUR PEOPLE

Every Voice Matters

Building a great workplace begins with listening.

During 2025, we launched our first global employee engagement survey, inviting colleagues across the organization to share honest feedback about their experiences, ideas and opportunities for improvement.

The response demonstrated a strong willingness to shape the future of Array together. More importantly, it provided valuable insights that are helping leaders strengthen communication, improve collaboration and create targeted action plans across every region.

Listening is only meaningful when it leads to action. The engagement survey represents an important milestone in our commitment to continuously improving the employee experience and ensuring every colleague has the opportunity to contribute to the future of our organization.



Engagement Survey Highlights

1,201 Responses

80% Participation

36 Regional Action Items Implemented

39 Focus Areas Selected by Leaders to Address

100% Regular Progress Reviews Introduced

LEARNING & GROWTH

Investing in Our Greatest Strength

Learning is essential to building a resilient, innovative and future-ready organization.

Throughout 2025, we continued expanding access to learning and professional development through our global Percipio learning platform, providing employees with opportunities to strengthen technical expertise, leadership capabilities and professional skills.

Our learning culture extends beyond formal training. Employees learn through collaboration, mentoring, project experience and the exchange of knowledge across teams, regions and disciplines. By encouraging continuous development, we help people prepare for new challenges while supporting the long-term success of our business.

Every learning opportunity strengthens not only individual careers but also the collective capabilities of One Array.



Learning Highlights

10,107 Total Learning Hours

4,094 Hours Completed Through Percipio

5,964 Hours of Professional Development

4,144 Hours Dedicated to Health, Safety and Sustainability Training

Percipio in Numbers

Our partnership with Skillsoft Percipio gives employees access to a wide range of on-demand learning, from business and leadership to digital and technical skills. Flexible, self-paced content makes it easy to learn when it matters most and build skills for the future.

2025 Highlights

- **52,733** views of learning content
- **2,914** courses completed
- **640** active learners
- **2,983** badges earned

skillsoft
percipio™

RECOGNISING GREAT PEOPLE

Celebrating Those Who Make a Difference

Recognition is an important part of building a culture where people feel valued, connected and inspired.



Throughout 2025, we celebrated employees who demonstrated outstanding collaboration, innovation, leadership and commitment to our customers. Whether through formal recognition programmes or everyday appreciation, we believe recognising great work strengthens engagement and reinforces the behaviours that help our business succeed.

Our BRAVO! recognition programme, North Star Stories and Employee Spotlights shine a light on colleagues whose contributions make a meaningful difference across the organization. By sharing these stories, we celebrate success while inspiring others to learn, collaborate and grow.

Recognition is not simply about achievements – it is about acknowledging the people behind them.



BRAVO! RECOGNITION PROGRAM

Celebrating employees who go above and beyond.

The 45 Assembly Team in Toronto received the Bravo Award for demonstrating exceptional teamwork, accountability, and operational excellence. The team successfully delivered multiple client projects on time despite tight timelines, showcasing strong collaboration and commitment to excellence.



BRAVO! STORIES

Real examples of collaboration, innovation and customer impact.

The Job Cost Analysis Qlik Report Team, with members from Toronto and Warsaw, developed a reporting tool that improves visibility into project materials, labour, and costs. Their cross-functional collaboration helps streamline cost analysis, increase transparency, and support more informed decision-making across the organization.



EMPLOYEE SPOTLIGHTS

Highlighting the people shaping One Array every day.

Piotr Midura is a Warsaw-based Attorney-at-Law who has been a valued member of Array for over eight years. He plays a key role in supporting the organization's legal needs, ensuring compliance, protecting company interests, and providing guidance that supports our operations and long-term success.

SUPPORTING OUR COMMUNITIES

Making a Difference Beyond Our Business

Being a responsible business means creating positive impact beyond our own operations.

Throughout 2025, employees across Array supported charities, community organisations and local initiatives that reflected the needs of the communities where we live and work. From fundraising and volunteering to donating products, time and expertise, our people continued demonstrating that responsibility extends well beyond the workplace.

While every region supports different causes, a common thread connects them all: a genuine commitment to helping others.

Whether supporting food banks, health charities, educational initiatives or local community programmes, every contribution reflects the values that unite One Array.

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Our greatest achievement is not simply the retail environments we create – it is the people who make them possible.



Daily Bread Food Bank

Our Toronto team continues its annual tradition of supporting the Daily Bread Food Bank during the holiday season. In 2025, employees donate 570 pounds of food, helping provide nutritious meals to individuals and families facing food insecurity while reinforcing our commitment to supporting the communities where we operate.

Volunteering Day

Our UK team members participated in a volunteering initiative at Whistlewood Common, a community woodland site providing conservation, forest school, and gardening programmes for the local area. Through this initiative the team built raptor poles and bird boxes, prepared new garden beds, and updated site infrastructure, supporting habitat improvements that benefit both visitors and local wildlife.

Noble Gift

Our Warsaw facility annually takes part in the Noble Gift initiative, a nationwide social program in Poland that connects volunteers, donors, and families facing difficult life circumstances to provide targeted support during the holiday season. In 2025, our team supported two local families by helping deliver essential items and bringing additional support during the festive period. This initiative reflects our ongoing commitment to community engagement and supporting those who need it most.

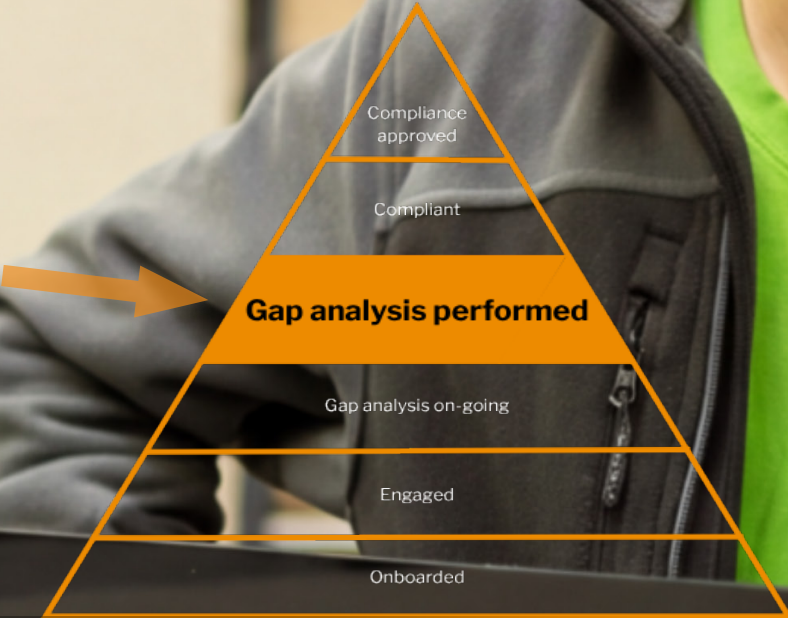
Mirror Ball

Since 2011, Array Marketing proudly supports Look Good Feel Better Canada. As a Gold Sponsor of the 2025 Mirror Ball Gala in Toronto, we contribute to the silent auction, donated multiple gift card walls, and connected with attendees and industry partners. Through our ongoing partnership, we help support LGFB's mission of empowering individuals facing cancer by providing free workshops that build confidence, foster community, and enhance well-being.

FAIR PAY & RESPONSIBLE EMPLOYMENT

Supporting Financial Wellbeing Through Fair Pay

Creating a great place to work means providing more than meaningful careers and opportunities for growth. It also means ensuring our employees are compensated fairly and with respect for the communities in which they live and work.



In 2025, we strengthened our commitment to fair and responsible employment by advancing our global Living Wage programme. Through extensive market benchmarking and collaboration across regions, we established a clear roadmap toward ensuring employees receive wages that better reflect the real cost of living in their local markets.

This initiative goes beyond legal minimum wage requirements. A living wage helps support financial security, improves quality of life and contributes to healthier, more resilient communities. We believe fair pay is a fundamental part of being a responsible employer and an important investment in the long-term wellbeing of our people.

Our roadmap sets a clear ambition: to achieve Living Wage coverage across our global operations by 2030. As we move forward, we will continue assessing local market conditions, reviewing remuneration practices and working collaboratively to achieve this goal in a sustainable and responsible way.

Employees Below Living Wage:

2023	2024	2025	2030 goal
31%	28%	18%	0%

Our Commitment

- Global Living Wage roadmap established
- Regional market benchmarking completed
- Implementation planning underway
- Target: Global Living Wage coverage by 2030

ESG GOVERNANCE

As One Array, we remain committed to operating responsibly, transparently and with integrity – creating lasting value for everyone we work with.

Our governance framework brings together internationally recognized standards, robust internal policies and continuous improvement processes that help ensure consistency across every region. From responsible procurement and data protection to ethics, compliance and human rights, our governance programmes are designed to strengthen trust with employees, customers, suppliers and communities alike.

SUSTAINABILITY PROGRAM EVALUATIONS

Independent assessment plays an important role in strengthening our sustainability journey.

External evaluations provide valuable insight into our performance, validate the effectiveness of our programmes and help identify opportunities for continuous improvement.

These achievements reflect years of continuous investment in our people, processes and management systems. More importantly, they provide customers, suppliers and stakeholders with confidence that our sustainability commitments are supported by measurable actions and independently verified performance.

Our approach extends beyond compliance. We actively use assessment outcomes to strengthen internal programmes, improve governance and raise standards across every part of our business.

ecovadis



EcoVadis Gold

Score: 79

Top 3% of companies globally
Top 2% within our industry



Carbon Disclosure Project

Management Level

Climate Change Rating: B
Supplier Engagement: A



SMETA 4-Pillar

Manufacturing facilities independently audited.

Labour, health & safety, environment and business ethics.

cybervadis



CyberVadis Silver

Score: 841

Continuous improvement in cybersecurity maturity.

TURNING PRINCIPLE INTO PRACTICE

Being part of the United Nations Global Compact is not simply a statement of intent for Array – it's a working commitment that shapes how we operate.

The Compact's four pillars of human rights, labour, environmental stewardship, and anti-corruption give us a shared language and a global benchmark against which to hold ourselves. Since becoming a signatory in 2019, our focus has steadily moved from endorsement to embedding: translating these universal principles into concrete policies, everyday decisions, and measurable outcomes.

Accountability is central to how we approach this work. Rather than treating our participation as a milestone, we treat it as an ongoing obligation – setting key performance indicators, monitoring how we perform against them, and documenting our progress each year through our Communication of Progress. Our management reviews highlights where we're advancing and shows us where there is still ground to cover.

Focusing Our Contribution Across the Sustainable Development Goals

The Compact's 17 Sustainable Development Goals set out an ambitious global agenda for 2030: ending extreme poverty, narrowing inequality, and protecting the planet. We recognize that lasting impact comes not from spreading effort thinly across every goal, but from concentrating on where we can genuinely move the needle. That's why we have aligned our programs and initiatives with the 9 SDGs most relevant to our business – directing our resources and attention toward the outcomes we are best positioned to influence.



A CULTURE OF ETHICAL BEHAVIOUR

Integrity is one of the foundations of responsible business. At Array, ethical behaviour is more than a policy – it is an expectation shared by every employee, leader and business partner across our global organization.

Our Code of Conduct provides the framework for how we work with one another, engage with customers and suppliers, protect confidential information and make decisions that reflect our values. Supported by regular training, clear reporting mechanisms and strong governance, these principles help create a culture built on accountability, transparency and trust.

Doing the Right Thing, Every Day

Throughout 2025, we continued strengthening this culture by ensuring employees understood both the standards we expect and the responsibility each of us has in maintaining them. This commitment extends beyond our own operations to the partners and suppliers we work with every day.



2025 Highlights

The results speak for themselves. Across all regions, we maintained a strong ethical record, reinforcing our commitment to responsible business practices and demonstrating that a culture of integrity is built through consistent action.

%
0
0
1

Code of Conduct
Acknowledgement

Employees Completed
Business Ethics Training

Facilities Assessed for
Human Rights Impacts

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Integrity isn't measured only by policies – it is demonstrated through the decisions we make every day.

RESPONSIBLE SUPPLY CHAIN

Creating Positive Impact Beyond Our Own Operations

Responsibility does not end at our factory doors. Our supply chain plays an essential role in delivering quality retail solutions for customers around the world. That's why we work closely with suppliers who share our commitment to ethical business practices, respect for human rights, environmental responsibility and continuous improvement.

2025 Highlights

Throughout 2025, we continued strengthening our Responsible Procurement programme, embedding sustainability requirements throughout supplier selection, evaluation and ongoing partnership management. This helps us reduce risk, improve transparency and build long-term relationships based on shared standards and mutual accountability.



Array partnered with SEDEX to help us identify supply chain risk, improve transparency and build long-term relationships.

As customer expectations around sustainability continue to grow, responsible procurement remains one of the most important ways we create positive impact beyond our own operations.

100%

- of targeted suppliers signed the Supplier Code of Conduct
- completed CSR assessments
- of at-risk factory partners audited on site
- of at-risk suppliers covered by third-party social audits





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For more information about our ESG initiatives or to get involved,
please visit our website at www.arraymarketing.com
or email us at sustainability@arraymarketing.com.