



## Arla Foods Human Rights Policy

### Arla makes a difference

Arla is committed to contribute to social, environmental and economic sustainable development.

As a global dairy cooperative, owned by dairy farmers in several countries, we supply healthy, nutritious, affordable, and sustainably produced dairy products to different markets for the benefit of people and our business. In other words we seek strategically to improve the fulfilment of:

- The right to adequate food and its fair distribution
- The right to health
- The right to enjoy just and favourable conditions of work

We have a special commitment and opportunity to positively impact the people and societies where we operate. We are committed to enhance our contributions to availability, accessibility and quality of adequate food and health.

### Our Commitment

The Arla Foods Human Rights Policy is in accordance with internationally recognised human rights principles, as a minimum those set out by the International Bill of Human Rights<sup>1</sup>, and applies to all Arla operations and all companies, regardless of size, in the Arla group that are owned and/or controlled by Arla Foods.

We embed our commitment to respect human rights in all business areas and processes, through our Code of Conduct, our Code of Conduct for Suppliers and Business Partners and other internal policies. We commit to implementing human rights due diligence and operational review processes that support our responsible approach to business. Wherever we operate, we establish processes that enable us to identify, prevent and mitigate potential adverse human rights impacts that we may cause, contribute or be directly linked to through our business activities. If we find that we have caused or contributed to adverse impact, we provide remediation appropriate to the grievance. If we find that we are directly linked to adverse impact, we will use our leverage to seek to prevent or mitigate adverse human rights impact. We inform business relationships if we identify that we cause, contribute or be directly linked to severe human rights impacts.

In our annual report, we communicate our progress in implementing the United Nations Guiding Principles and we report on how we address severe adverse human rights impacts that we may cause, contribute or be directly linked to.

As a global employer our commitment to respect human rights will further strengthen our efforts to provide a safe and healthy workplace without harassment, embracing diversity, nourishing equality and non-discrimination. We don't accept any form of human trafficking, child labour, nor forced labour. We respect our employees' right to freely form and join organisations of their choice. We communicate our human rights policy and support our employees in understanding our processes and expectations, to help identify and address how we may adversely impact human rights.

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<sup>1</sup> Specified in the United Nations General Assembly, and made operational through the United Nations Guiding Principles on Business and Human Rights, and the OECD Guideline for Multinational Enterprises. In January 2008 Arla Foods signed the United Nations Global Compact.

Based on our identification of areas where the risk of adverse human rights impacts is most significant, we identify our potential human rights impacts before major changes in existing operations and before entering new markets. We work together with local stakeholders, and we engage in dialogue about how to prevent and mitigate such impacts.

## **Our Expectations**

We understand our responsibility for adverse human rights impacts that we are directly linked to through our operations, products and services. To best meet this responsibility we expect all our employees to avoid causing or contributing to adverse human rights impacts whenever acting in an Arla context. If any of our employees identifies severe potential or actual adverse impacts on human rights, we expect the employee to inform Arla about such impacts.

In addition, we expect from our business relationships (including joint ventures, suppliers and contractors) that they respect human rights. In case we identify that business relationships do not adequately manage their adverse human rights impacts, we will use our leverage, to make our relationships address the adverse impacts. We expect our business relationships to inform us if they identify that they may cause, contribute or be directly linked to severe human rights impacts.

## **Respect for human rights and the law**

The responsibility to respect human rights is distinct from our basic expectation of subsidiaries, employees and business relationships to comply with applicable laws and regulations. Should national laws or regulations mandate Arla Foods or relationships to cause or contribute to adverse human rights impacts, we will seek to develop innovative approaches to meet the responsibility to respect human rights without breaching such laws and regulation.

## **Grievance mechanisms and remediation**

Arla values and respects honest and open communication, and all stakeholders have the opportunity to raise questions and or concerns anonymously through: [arla@arlafoods.com](mailto:arla@arlafoods.com) or through Arla Ethics Line, available at: [arla.whistleblownetwork.net](http://arla.whistleblownetwork.net). No reprisal or retaliatory action will be taken against any employee for raising concerns in good faith under Arla Foods Human Rights Policy.

If we identify severe adverse human rights impacts, we will act appropriately without delay. We are committed to collaborating with judicial or non-judicial mechanisms on investigating any human rights related concerns, and providing access to remedy. Should we discover child labour, we will require the affected individual to be relieved from the adverse situation as soon as possible, and remediation will follow international guidelines (ILO).

## **Review**

This policy will be reviewed periodically by the Executive Management Group to ensure the business' continuous compliance with the UN Guiding Principles, and is made available to stakeholders internally and externally.

Peder Tuborgh, CEO  
Aarhus April 2025