

Tetra Pak Modern Slavery Statement 2026

This statement sets out the steps taken by the Tetra Pak Group during the financial year ending 31 December 2025 to prevent modern slavery and human trafficking in our business and supply chains. It is lodged on behalf of Tetra Pak Limited and Tetra Pak Processing UK Limited to meet the obligations of the United Kingdom Modern Slavery Act 2015 and Tetra Pak Marketing Pty Ltd, a reporting entity under the Australian Modern Slavery Act 2018 (Cth).

Overview of Tetra Pak's due diligence approach

Tetra Pak undertakes human rights due diligence (HRDD) across its operations and supply chains to identify, prevent, mitigate and address actual and potential adverse impacts on people. Tetra Pak's approach is aligned with the UN Guiding Principles on Business and Human Rights and informed by engagement with affected stakeholders. It focuses on prioritising risks based on severity and likelihood, with actions targeted to areas of higher risk.

This due diligence approach applies across the Tetra Pak Group and is implemented through global governance frameworks, policies and processes, which are followed by all entities, including Tetra Pak Limited and Tetra Pak Processing UK Limited (in the UK), Tetra Pak Marketing Pty Ltd (in Australia) and its holding company Tetra Pak Asia Pte Limited (in Singapore).

Company structure, operations and supply chains

Tetra Pak is a global food processing and packaging solutions group with more than 24,000 employees, operating through three business areas: Packaging Solutions, Processing Solutions and Equipment, and Services. Tetra Pak operates 52 production plants, 90 sales offices and 26 market companies worldwide, serving customers in more than 160 countries.

Tetra Pak Marketing Pty Ltd, based in Melbourne, has 102 employees and markets a range of our portfolio of packages, packaging equipment and processing equipment. Tetra Pak Marketing Pty Ltd does not have any subsidiaries.

Tetra Pak's supply chains are global and involve more than 15,000 suppliers in over 110 countries. Procurement covers three broad categories:

- base materials for packaging, procured centrally;
- modules, components, parts and services related to equipment, procured globally, regionally and locally; and
- goods and services for Tetra Pak's own operations, procured at global, regional and local level.

The reporting entity adheres to the Tetra Pak global processes and corporate governance framework, which integrate the activities aimed at preventing, mitigating and otherwise addressing human rights impacts through human rights due diligence, as described in this Statement.

Identification and prioritisation of human rights risks and impacts

Tetra Pak's human rights due diligence process identifies and prioritises potential and actual adverse impacts on people across the value chain, based on severity and likelihood. In 2025, we reviewed our priority human rights impacts along the full value chain. We have worked with a fully risk-based approach and in an iterative way to move from high-level mapping starting in 2022, to identify impacts in specific categories and regions, with a strong focus on engagement with affected stakeholders.

This process resulted in the identification of six material actual and potential human rights impact areas that apply to specific geographies, sectors and stakeholder groups:

- Fair working conditions
- Freedom from forced labour

- Occupational health and safety
- Community health and livelihoods
- Child safety and development
- Consumer health and safety

These impacts are relevant to different groups across the value chain, including Tetra Pak employees, contingent workers, supply-chain workers, affected communities, consumers and workers in collection and recycling.

Actions to prevent, mitigate and address risks and impacts

Once we identify and prioritise human rights impacts across our value chain, we develop action plans with the relevant implementing functions, such as supplier management, sustainability operations and HR.

Employees and contingent workers

For employees, fair working conditions and occupational health and safety are the prioritised impact areas. Actions to support fair working conditions include structured compensation processes and practices, and paid leave policies that comply with applicable legislation and collective bargaining agreements where these exist. To address occupational health and safety, Tetra Pak applies its Global OHS Policy and OHS Procedures and Guidelines, maintains ISO 45001 certification across manufacturing sites, and has management controls in place to mitigate risks of workplace accidents or serious injuries. We focus on high-potential events, defined as areas where there is a risk of a serious injury or fatality, and track performance to reduce accidents and work-related ill health, supported by regular reviews and corrective actions where needed.

For contingent workers, Tetra Pak prioritises impacts related to fair working conditions, occupational health and safety and freedom from forced labour, particularly in higher-risk categories and locations. To address these impacts, our newly established Contingent Workforce organisation is part of Human Resources & Transformation (HR&T) and is responsible for the strategy, structure and governance of how we engage contingent workers.

In 2025, Tetra Pak conducted anonymous worker voice surveys with suppliers' workforce in prioritised locations, including Brazil, India and Pakistan, to understand working conditions. Responses are reviewed and priority impacts are determined per site, with wages, working hours and trust in grievance mechanisms raised as concerns. Based on these insights, action plans are developed and monitored at site level via periodic meetings with global teams.

In addition, Tetra Pak has prioritised freedom from forced labour for contingent workers in labour intensive roles in installation and maintenance on customer sites, especially when employed via subcontractors or agents. Suppliers are prioritised based on risk, and an external expert is engaged to support capacity building on responsible recruitment practices.

Workers and affected communities in our supply chains

Based on our assessment, we have prioritised impacts related to fair working conditions, OHS and freedom from forced labour in higher risk categories and locations, for workers in our supply chain.

To address these impacts, we engage with supplier categories with higher risk of negative impacts on people, and we provide additional guidance to suppliers in these categories. As well as running a series of capacity-building webinars, in 2025, we also engaged in one-on-one discussions with suppliers to raise awareness and build competencies.

Specifically on forced labour, in 2025 Tetra Pak supported suppliers in high-risk contexts through training provided by AIM-Progress and through engagement with an external expert to support capacity building on responsible recruitment practices. In cases where workers have paid recruitment fees, suppliers were prompted to ensure repayment and were supported to strengthen preventive practices.

Tetra Pak assesses suppliers' corporate-level human rights due diligence through its supplier engagement process, including information provided by suppliers and supporting documentation. These responses are assessed using scoring criteria, and engagement is prioritised with supplier categories with higher risk of negative impacts on people.

Some supply chains for materials such as aluminium, steel and paperboard present potential risks to affected communities, including impacts on land, health and livelihoods, particularly for Indigenous Peoples, women and children.

To address these impacts, Tetra Pak uses a geographical risk tool in combination with desk-based research to identify human rights impacts on communities in its supply chain and engages suppliers based on data, provider and operating context. Tetra Pak has also worked with an expert partner to develop a framework for evaluating supplier approaches to managing potential impacts. It has assessed suppliers' Free, Prior and Informed Consent (FPIC) policies and is engaging with prioritised suppliers where gaps have been identified.

A new Code of Business Conduct for Suppliers (Supplier Code) was introduced in 2025, building on our pre-existing expectations of suppliers and providing an enhanced foundation for human rights and environmental due diligence efforts. The updated Supplier Code is built around 15 Fundamental Principles, which are intrinsically interconnected and interdependent.

Remediation and grievance mechanisms

Across supply chains, Tetra Pak assesses whether grievance mechanisms are accessible, trusted and aligned with internationally recognized effectiveness criteria. Where severe impacts are identified, the Supplier Sustainability Incident Management Protocol is used to diagnose, respond and remedy impacts identified through audits, worker voice findings, human rights impact assessments or other assessments.


Assessing effectiveness

With support from our expert partner, Shift, we have developed a measurement framework with targets and KPIs to measure the maturity of Tetra Pak's HRDD, the quality of our key suppliers' HRDD and the progress we make in addressing our priority human rights impacts. Principles used to define this framework included collecting data that is meaningful, setting outcome-oriented targets and indicators, basing our work on a theory of change and taking a risk-based approach.

Consultation and approval

Tetra Pak Marketing Pty Ltd does not own or control any other entities. This Statement has been prepared in consultation with employees with responsibility for the oversight of procurement, sustainability, legal, governance and risk processes in Tetra Pak.

This Statement was approved by the Boards of Tetra Pak Limited and Tetra Pak Processing UK Limited on 10 June 2026, and by the Board of Tetra Pak Marketing Pty Ltd on 5 June 2026.


Digitally signed by Katrin Andersson
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Katrin Andersson
Managing Director
Tetra Pak Limited and Tetra Pak Processing UK Limited


23 June 2026

Sarah Woolerton
Finance Director and Board Member
Tetra Pak Marketing Pty Ltd

ANNEXURE A – Australian Modern Slavery Act 2018 (Cth) mandatory reporting criteria

Mandatory criteria	Page number/s
a. Identify the reporting entity.	1
b. Describe the reporting entity's structure, operations and supply chains.	1
c. Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls.	1-2
d. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes.	2
e. Describe how the reporting entity assesses the effectiveness of these actions.	2
f. Describe the process of consultation on the development of the statement with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity covered by the statement).	3
g. Any other information that the reporting entity, or the entity giving the statement, considers relevant.	N/A