



Arla Foods — IUF

Memorandum of Understanding

Parties

This joint Memorandum of Understanding ("MoU") has been agreed between "Arla Foods" and "the IUF".

"Arla Foods" refers to Arla Foods amba. "The IUF" refers to the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations.

Preamble

Arla Foods recognizes the IUF as the internationally representative body of unionized workers throughout its operations.

By signing this MoU, Arla Foods and the IUF affirm their commitment to continue the meetings between senior Arla Foods labour relations management and representatives of the IUF and its affiliates to maintain a constructive ongoing dialogue on relevant labour topics including issues related to human rights within Arla Foods operations, its business relationships and throughout the company supply chain.

Rights framework

Arla Foods commits to promote and protect human rights in accordance with the Universal Declaration of Human Rights, its obligations under the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and the European Union Directive on corporate sustainability due diligence. Arla Foods recognizes that working together with the IUF will assist the company to meet these obligations. Other labour relations issues may *inter alia* include climate change mitigation, sustainable employment, occupational safety and health, forced labour, sexual harassment¹ and gender equality.

Biannual meetings and regular communications

The biannual meeting between Arla Foods and the IUF will not be a forum for national negotiations and nothing in this annual meeting will replace ongoing communications between Arla Foods and the representatives of its employees. Nothing in this MoU is intended to substitute, replace or in any other way affect normal industrial relations in each national jurisdiction including the processes and outcomes of collective bargaining. One of the meetings should include a workplace visit.

Prior to each meeting, Arla Foods and the IUF will agree on the agenda for the meeting. When practically possible, the agenda will be circulated at least one week in advance of the meeting. Agenda items may include issues concerning human rights and trade union rights and other labour relations issues which may be proposed by the parties.

¹Including the implementation and monitoring of the [Arla-IUF agreement to fight sexual harassment](#) signed on September 27, 2019.



Memorandum of Understanding

IUF representation is to consist of an IUF leadership team of up to three persons and a representative group of IUF affiliates of up to five persons chosen by the IUF. Arla agrees to bear reasonable costs of the IUF representatives when agreed in advance of the meeting.

Between the meetings, senior Arla Foods labour relations management and IUF representatives will maintain ongoing communication as issues arise, and as deemed necessary.

Arla Foods and the IUF agree to make the necessary efforts to maintain a respectful and constructive dialogue. If either Arla Foods or the IUF fail to fulfil their commitment to disseminate this MoU throughout their organization, both parties agree to take immediate steps to correct the situation. Arla Foods and the IUF recognize the importance of ongoing communication between the two organizations in order to oversee the MoU, and to work together to resolve any disputes arising from the MoU.

Implementation

Nothing in this MoU shall provide the basis for any cause of action of any kind in any court or administrative body by either Arla Foods or the IUF or any other entity or individual.

All outstanding issues relating to the implementation of this MoU will be reviewed at the Arla Foods-IUF meetings, and matters of an urgent or serious nature will be raised during the course of ongoing communication between Arla and the IUF at the initiative of either party.

The parties agree to provide all the information required relating to any breaches of this MoU, and upon presentation of this information, the parties will attempt to resolve disputes through appropriate means of compliance, employing good faith and direct dialogue, which may include dialogue at the Arla Foods-IUF meetings, an extraordinary formal meeting between Arla and the IUF, or any other means.

Terms and interpretation

This MoU shall become effective as from the date of signature and shall remain effective for as long as Arla Foods and the IUF deem it appropriate. This MoU or any subordinate arrangements may be terminated by either party upon giving the other party three months' written notice. In case this MoU is terminated, all of its subordinate arrangements will terminate as well. This MoU is signed in two original copies of which the IUF and Arla Foods each receive one.

Signed on May 14, 2025 in Copenhagen, Denmark

IUF

Kristjan Bragason

Acting General Secretary

Arla Foods

Ola Arvidsson

Executive Vice President, HR