



Modern Slavery and Human Rights Statement 2025

1. Introduction and Commitment

This statement sets out the actions taken by Glanbia plc (“Glanbia” or the “Group”) to identify, prevent and mitigate the risk of modern slavery and child labour across its operations and supply chains during the 2025 reporting year. It reflects Glanbia’s continued commitment to upholding internationally recognised human rights standards, acting with integrity, and respecting the dignity of all individuals connected with our business.

Glanbia maintains a zero-tolerance approach to modern slavery, forced labour and child labour. This commitment is embedded across our policies, governance structures and business practices, and aligns with our purpose of delivering better nutrition.

This statement should be read together with Glanbia’s 2025 Annual Report, which includes our Sustainability Statement, and related governance policies, available at glanbia.com. Refer to section 5 ‘Policies and Standards’, within this statement, which outlines the most relevant policies to our human rights governance and due diligence framework.

2. Our Business and Operating Model

Glanbia is a global nutrition company with operations and supply chains spanning multiple geographies and sectors. Glanbia has a presence in over 32 countries globally with our major production facilities located in the US, Canada, the UK, Germany and China.

During 2025, Glanbia updated our operating model with three focused segments: Performance Nutrition, Health & Nutrition, and Dairy Nutrition, supported by global functions.

Performance Nutrition

Focused on sports nutrition and healthy lifestyle brands, Performance Nutrition serves consumers seeking to support performance, recovery and everyday wellbeing. The segment operates branded consumer facing businesses with global reach and routes to market across retail, e-commerce and specialty channels.

Health & Nutrition

Focused on nutrition and flavour solutions for food, beverage and supplement customers, this segment develops and supplies ingredients, customised premixes, flavours and functional nutrition solutions that support health and wellness across the life cycle.

Dairy Nutrition

Focused on dairy-based, plant-based and functional protein nutrition and joint venture operations, this segment includes value added dairy ingredients and cheese businesses, underpinned by long-term partnerships with agricultural suppliers.

We employ 5,800 employees globally and work with an extensive network of suppliers, farmers, contractors and business partners. While this scale and reach allow us to deliver high-quality nutritional products worldwide, they also heighten our exposure to human rights risks, particularly modern slavery and child labour, within our extended supply chain.

3. Due Diligence and Risk Assessment

Glanbia applies a structured due diligence process to identify and manage modern slavery and child labour risks, including:

- Risk-based supplier segmentation using country, sector, and spend criteria;
- Independent Environmental, Social and Governance (ESG) risk screening and assessment of suppliers through external platforms;
- Enhanced due diligence and validation audits for higher-risk suppliers; and
- Integration of responsible sourcing criteria into procurement policies and systems.

Where risks are identified, we engage with suppliers to agree corrective action plans. Where adequate improvements cannot be achieved, we reserve the right to disengage.

In 2025 to identify and prioritise the salient human right risks within our own operations, we engaged a third-party to support in a targeted human rights impact assessment (“HRIA”) at a Group level across our own operations and those of our joint venture. Based on this HRIA our own operations and joint venture operations were deemed to be of low risk of modern slavery. The HRIA will be expanded and updated in future years, where significant changes in operations or the supply chain necessitate a review.

4. Supply Chain and Risk Exposure

Glanbia’s greatest exposure to modern slavery and child labour risks arise within its upstream supply chain, particularly in higher-risk geographies and sectors. Our supply chain includes:

- Manufacturers and processors of raw materials and ingredients;
- Direct agricultural suppliers, including dairy farmers; and
- Indirect suppliers providing goods and services essential to our operations.

We recognise the inherent complexity of global supply chains and the challenges associated with identifying and addressing human rights risks beyond our direct operations. We therefore take a risk-based, proportionate approach to due diligence and supplier engagement.



5. Policies and Standards

Responsible Sourcing Management System

Glanbia's responsible sourcing management system is embedded within our Group-wide Responsible Procurement Programme, led by Group Procurement. It is designed to identify, assess and manage environmental, social and ethical risks across the supply chain. The system combines risk-based supplier segmentation, independent ESG risk screening, enhanced due diligence for higher risk suppliers and ongoing supplier engagement. Core elements include mandatory adherence to the Glanbia Supplier Code of Conduct, the use of recognised third-party assessment platforms, corrective action planning, and escalation procedures where risks are not adequately addressed. This approach supports continuous improvement and alignment with applicable legislation and international standards for responsible business conduct.

Our Policies

Our approach to preventing modern slavery and protecting human rights, supporting our responsible sourcing management system and being a responsible employer is underpinned by a comprehensive policy framework, including:

- **Group Code of Conduct** – setting out the ethical standards and behaviours expected of all employees;
- **Human Rights Policy** – aligned with the UN Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, and ILO Fundamental Conventions;
- **Supplier Code of Conduct** – defining minimum labour, human rights, health and safety, environmental and ethical standards for suppliers;
- **Speak Up Policy** – providing secure and confidential channels to raise concerns;
- **Inclusion and Belonging** – promoting an inclusive, respectful and non-discriminatory workplace; and
- **Environmental, Health and Safety Policy** – defining environmental and health and safety standards for the Group and supply chain we operate within.

These policies explicitly prohibit forced labour, child labour, human trafficking and any form of exploitation, and are reviewed regularly to ensure continued alignment with regulatory and best-practice expectations. These policies are freely available on our intranet page 'Our Glanbia', and externally available on our website Glanbia.com and have been approved by the Board.



6. Governance and Accountability

Oversight of modern slavery and human rights risks is embedded within Glanbia's governance framework. The Board retains ultimate responsibility, with delegated oversight through the Audit Committee and relevant senior executives.

Responsibility for implementation sits across multiple functions, including Procurement, Human Resources, Operations, Legal, Risk, Internal Audit, and Sustainability, reinforcing that respect for human rights is a shared organisational responsibility rather than a standalone compliance activity.

7. Training, Awareness and Capacity Building

We continue to strengthen organisational awareness and capability through targeted training and communication initiatives, including:

- Human rights and modern slavery training for procurement and sourcing teams;
- Group-wide Code of Conduct training for employees;
- Targeted guidance and resources to support supplier compliance and improvement; and
- Annual review, communication and update, where required, of our Group Policies (Refer to section 5).

Raising awareness and empowering employees and partners to identify and escalate concerns remains a key focus area for 2026.

8. Grievance Mechanisms and Remediation

Glanbia provides accessible and confidential mechanisms for raising concerns, including our independent Speak Up ('Safecall') facility, available to employees and external stakeholders.

All reports are assessed, investigated and addressed in line with our Speak Up Policy. We are committed to protecting whistleblowers from retaliation, and to providing appropriate remediation should any adverse human rights impacts be identified.

Glanbia's process for remediation in the event that an adverse human right impact is identified is described in detail in the Glanbia Human Rights Policy. This includes:

- If an impact is suspected or identified in Glanbia's own operations, the immediate priority is to remove the affected individual from the workplace and ensure their safety, wellbeing, and protection from harm or victimisation. Actions include verifying documentation, and if concerns are confirmed, removing the individual, securing their details, and notifying relevant authorities, caretakers (where applicable), and senior management.
- If an impact is suspected or detected within our supply chain, we will seek to work in partnership with the supplier and appropriately qualified organisations to develop a responsible solution that is in the best long-term interest of the person, in line with the process followed if such an event was suspected in Glanbia's own operations.

9. Measuring Effectiveness and Continuous Improvement

We assess the effectiveness of our approach through a combination of:

- Supplier risk assessment coverage and outcomes;
- Audit findings and corrective action completion rates;
- Internal risk reviews and assurance activities; and
- Board and management oversight and reporting.

Building on the formal gap assessment carried out in 2024, in 2025 we continued to enhance our due diligence framework, including further alignment with the OECD Due Diligence Guidance for Responsible Business Conduct and the use of recognised ethical audit methodologies.

To strengthen these ongoing efforts, we undertook a formal structured process with a third-party in developing an improved understanding of our salient human rights risks and impacts (refer to section 3), across our own operations. We intend building on this exercise to incorporate our entire value chain and integrate within our existing risk assessment and due diligence processes.

We also updated our Human Rights Policy to outline in more detail the standards we expect within our own operations and also within our supply chain, including addressing the required actions in the event a forced or child labour incident is observed and the expected remediation procedures to be implemented.

10. Looking Ahead

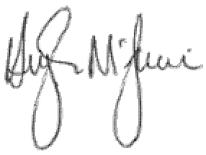
Glanbia remains committed to continuous improvement in addressing modern slavery and human rights risks. In 2026 and beyond, priorities include deepening supplier engagement, strengthening data quality and auditability, enhancing training, and further integrating human rights considerations into enterprise risk management and sustainability governance.

11. Approval

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015, and the Modern Slavery Act 2015 (Transparency in Supply Chains) Regulations 2015 in the UK, and pursuant to Section 14 of the Australian Modern Slavery Act 2018 (Cth) in Australia. It constitutes the modern slavery statement of Glanbia plc's UK and Australian subsidiaries in respect of the financial year ended 3 January 2026. Glanbia is aware that similar legislation is in place in various other jurisdictions where we operate. This statement is therefore to be read as applying to Glanbia entities across all of the locations we trade in.

This statement was approved by the Board of Glanbia plc on 10 June 2026. I attest that I have reviewed the information contained in the report for the entity listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the reporting year listed above.

I have the authority to bind Glanbia plc.



Hugh McGuire
Chief Executive Officer
Director of Glanbia plc
10 June 2026

Glanbia Milk Limited

Glanbia Performance Nutrition (UK) Limited

Glanbia Performance Nutrition (UK Sales Division) Limited

Glanbia (UK) Limited

Glanbia Performance Nutrition Pty Ltd

