

Human Rights Report

An account of Alfa Laval's human rights due diligence processes

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At Alfa Laval, we believe in conducting business with integrity and respect. Respecting human rights aligns fully with the values of a responsible and forward-thinking corporation in today's interconnected world.

In recent years, we have undertaken a review of our practices and identified key areas for improvement, engaging and involving stakeholders from across the organization. This process, together with the implementation of our Human Rights Policy and our

Group Procedure on Human Rights Due Diligence, has resulted in a strengthened governance framework for the company.

Our Business Principles emphasize the fundamental importance of respecting human rights in all our operations and throughout our value chain. As a global company, we recognize the diverse social cultures in which we operate. We strive to navigate these differences with sensitivity and respect while always standing firm in our commitment to internationally recognized human rights.

Anna Celsing,
VP Group Sustainability, Alfa Laval

As a global company, we strive to navigate cultural differences with **sensitivity** and **respect**, while standing firm in our commitment to internationally recognized human rights.

Anna Celsing, VP Group Sustainability, Alfa Laval

About Alfa Laval

Alfa Laval is a global leader, renowned for delivering top-tier solutions in heat transfer, separation and fluid handling. With these core technologies, we strive to boost the productivity and competitiveness of our customers across diverse industries. By understanding their unique challenges, we provide sustainable products and solutions tailored to their needs, primarily within the energy, food and ocean divisions.

This report describes how Alfa Laval works with human rights across the organization, with a particular focus on our Human Rights Due Diligence (HRDD) processes in our own operations and supply chain. The report covers our activities from 2024.

As a multinational company with over 23,000 employees, operations in 65 countries and a network of more than 6,000 suppliers, our human rights due diligence framework is designed to be agile and responsive. The process is ongoing, continuously evolving to meet the realities of our business and adapting to local conditions or updated risk assessments.



Employees

23,000+

Patents

4,200+

Presence in countries

65

Suppliers

6,000

Alfa Laval operates 45 production units and 70+ service centres across Europe, Asia and America. Our decentralized approach to implementing human rights due diligence tailored to local contexts yet aligned with corporate directives ensures meaningful impact and respect for human rights. By prioritizing a risk-based approach, we focus our efforts on the most significant risks and areas where negative impacts may occur.

Our global sourcing organization shapes the strategy for supply and supplier management, while local teams handle the sourcing of products and services. Global sourcing is structured around eight commodities: raw materials, casting and forging, machining and processing, electric and components, proprietary parts, indirect production, machinery and equipment, and indirect and services. This structure enables us to address commodity-specific risks in our human rights due diligence for suppliers.

Production units

45

Service centres

70+

Sales companies

21

Net sales (SEKm)

69,674



Human rights due diligence process

Our approach

Building on our efforts to integrate human rights into both group governing documents and site-level management systems, we take steps to identify, assess, prevent, mitigate, cease, monitor and report on human rights impacts. Our due diligence process is guided by the international standards outlined in the governance and policy framework.

The management systems operating at our sites form a basis for this work, supporting the performance and continuous improvement of risk assessments, the identification and implementation of preventive measures, the establishment of follow-up routines and other essential elements of the Human Rights Due Diligence (HRDD) process.

In 2025, we published a new Group Procedure on Human Rights Due Diligence (HRDD). To assist its implementation, supporting due diligence guidelines were developed and made available to the organizations. Under the procedure, group functions are responsible for conducting human rights risk assessments to identify high-risk sites based on location and other factors. Identified sites are then required to perform a supplementary local risk assessment, secure preventive actions and report back to global functions.

To further strengthen the implementation of HRDD, HRDD leads have been identified from each group function. Their role is to support the organization both globally and locally in implementing HRDD. These leads will share their expertise, guide colleagues on how to conduct assessments and take appropriate actions, and ensure that knowledge and best practices are effectively passed down throughout the organization. With this structured due diligence in place, Alfa Laval is able to systematically identify and assess human rights risks across all levels of the organization.

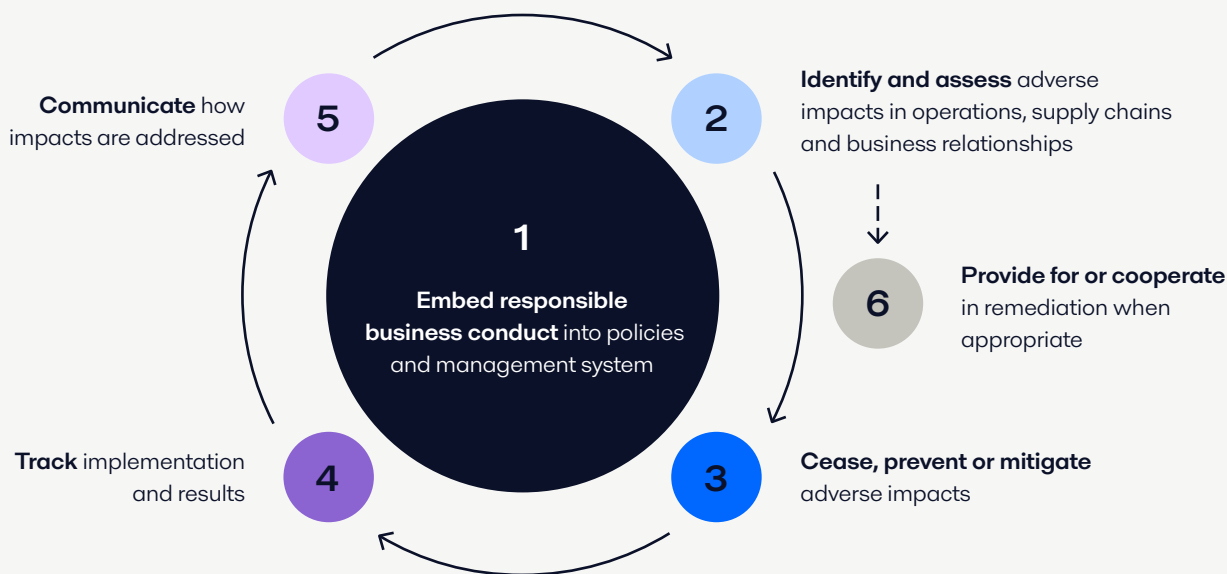


Figure 1. Human rights due diligence process

Embedding **human rights** into our Governance and Policy Framework

Our Business Principles and our human rights commitment

By respecting our Business Principles, Alfa Laval is committed to operating with integrity and transparency, and we expect our business partners to act in accordance with these same principles.

The Alfa Laval Business Principles define the core standards of conduct that all employees are expected to follow in their business activities. This includes providing a safe, inclusive work environment with fair working conditions where employees feel valued and empowered; conducting business with honesty and fairness in our relationships with customers and partners; and contributing positively to sustainable development for people and the planet, grounded in integrity, transparency and ethical behaviour.

-
- We conduct our business with honesty, integrity and respect for others, while respecting the fundamental rights of each individual.
-
- We carry out human rights due diligence as appropriate with the aim of identifying and preventing negative human rights impacts and addressing adverse impacts.
-
- We provide or cooperate with the remediation of adverse human rights impacts through legitimate processes if the company has caused or jointly caused an actual adverse impact.
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- We transparently communicate and report our human rights due diligence efforts and progress.
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These expectations are extended to our supply chain through the Alfa Laval Business Principles for Suppliers. The Business Principles for Suppliers set out our sustainability requirements and expectations related to labour rights, labour standards, health and safety, environmental responsibility and ethical business conduct. They provide a common framework for how we expect suppliers to operate, and form a key basis for supplier onboarding, assessment, engagement and follow-up across our value chain.

Alfa Laval embeds respect for human rights into relevant policies and management systems, guided by the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the ILO Conventions. This ensures that human rights are integrated into decision-making at every level of the company. To ensure these commitments are effectively upheld throughout the organization, Alfa Laval has established a governance structure for human rights.

Governance structure

Human rights are a shared responsibility between a number of group functions such as Group Sustainability, Group Human Resources, Global Health and Safety, and Global Sourcing. Together, these organizations set the direction and guide the organization in upholding human rights.

A central component of Alfa Laval's compliance and ethics programme is the 'Three Lines of Defence' model, which clarifies how responsibilities are distributed when applying the Alfa Laval Business Principles and the underlying governing documents.

This model forms the basis of our governance approach by helping to ensure adherence to requirements and a sound working environment, uncovering gaps, and ensuring that corrective measures are implemented when shortcomings are identified.

Embedding human rights into our Governance and Policy Framework

To ensure compliance with national legislation and adapt to local circumstances, Alfa Laval applies a decentralized governance set-up supported by a formal Managing Director (MD) delegation. Implementation of human rights due diligence at site level is steered by site management systems in combination with corporate governance documents, ensuring that our group standards are consistently applied while allowing for local adaptation.

This integrated governance structure enables Alfa Laval to systematically address human rights risks, drive continuous improvement, and maintain transparency and accountability.

Integration with Group policies

Our human rights responsibilities are embedded into a range of corporate policies that guide our actions and decisions. Central to these is our Human Rights Policy, which acknowledges and respects all internationally recognized human rights, applying to all employees, our subsidiaries and our supply chain.

We have also established additional policies – including our People Policy, Health and Safety Policy, Global Recruitment Policy, Anti-Bribery and Anti-Corruption Policy, Data Privacy Policy, Inclusion and Diversity Policy, and Sourcing Policy – that collectively reinforce our commitment to human rights across all aspects of our operations.

These policies are implemented through procedures, risk assessments and site-level management systems that translate commitments into day-to-day practices.



Accomplishments during 2024 and 2025

- We launched the Human Rights Network in 2024, a cross-functional team with members representing the identified key stakeholders responsible for action to drive our human rights due diligence agenda forwards.
- We launched our new Group People Policy in 2024, which provides employees with an overview of Alfa Laval's principles as well as expectations placed on our employees when it comes to our commitments to human rights, health, safety and wellbeing, and our commitment to be a fair employer and to strive for an inclusive and diverse workplace.
- We updated our Group Inclusion and Diversity Directive in 2024, which steers and clarifies our commitment to offer a workplace with a welcoming, inclusive environment based on diversity where everyone can feel a sense of belonging.
- We updated our Whistleblower Protection and Anti-Retaliation Policy in 2024 to further strengthen it.
- We launched a Group Procedure on Human Rights Due Diligence in 2025 along with an awareness campaign.
- We reviewed our Business Principles in 2025 to strengthen our commitments to becoming an ethical and responsible employer, industry leader and conscious corporate citizen.

Embedding human rights into our Governance and Policy Framework

Our governance on prohibiting modern slavery

Alongside Alfa Laval's overall commitment to upholding human rights, the company supports all legislation that bans human trafficking, child labour, forced labour and any form of slavery-related practice. In line with this, our Business Principles, Human Rights Policy, Business Principles for Suppliers and Sourcing Policy set out clear expectations for how we and our business partners must act.

Anchored in the human rights principles set out in our Business Principles, our due diligence process prioritizes identifying, preventing and addressing adverse impacts across our operations and value chain, particularly those connected to freedom of association, child labour forced labour in our supply chain. Our Human Rights Policy acknowledges and respects all internationally recognised human rights, and applies to all employees, our subsidiaries and our supply chain.

The expectations for suppliers are communicated through the Alfa Laval Business Principles for Suppliers. Suppliers are expected to commit to these principles, comply with them, and ensure they are cascaded throughout their own supply chains. Taken together, these principles underscore Alfa Laval's zero tolerance stance on any form of forced labour. We are determined to ensure that no one is required to work under force or intimidation.

We respect national legislation in all countries where we operate. Where local laws conflict with, or do not fully reflect, international human rights standards, we seek to align with the higher international standards to the greatest extent possible. To identify, assess, prevent and mitigate risks related to modern slavery, we apply the same human rights due diligence processes described below in this report.



Risk identification and assessment process

Own operations

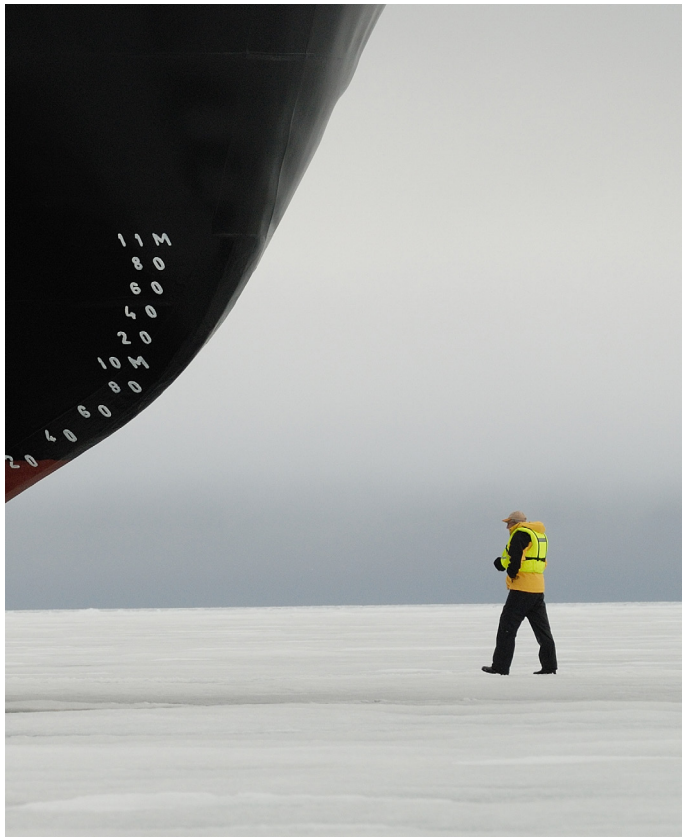
Within Alfa Laval, human rights risks have traditionally been identified and ranked at site level, using local management system routines that concentrate on areas such as occupational health and safety, compliance with regulations and environmental impacts.



With the implementation of human rights due diligence, the process now begins with global functions identifying and prioritizing risk locations. These prioritized sites then conduct supplementary risk assessments to validate the identified risks and further investigate potential impacts. In addition to these processes, our global whistleblowing channel and internal audits offer an additional route for detecting potential human rights risks or adverse impacts.

Several different risk assessment processes are carried out by various group functions. For example, health and safety risks are identified and prioritized through a combination of groupwide data and targeted site-level assessments. All operational sites report health and safety data through a central platform, covering incidents, lost time injuries, near misses and other key indicators. This information is further supported by human rights risk index guidance to identify and prioritize locations with elevated risks.

In addition, as part of our due diligence process, we are committed to regularly reassessing our risk profile to identify new or emerging risks, ensuring our approach remains responsive to evolving challenges. Over the coming years, the implementation of the HRDD Procedure will further strengthen and harmonize this structure. In line with this procedure, human rights risk assessments will be conducted at the global level. If a country is identified and prioritized through this process, a local-level risk assessment will then be carried out in that country. This approach ensures that the most relevant risks are identified and that our list of salient human rights risks remains current, keeping our risk management efforts effective and adaptive.



Identified risks and impacts

Alfa Laval has identified eight key human rights topics as our potential salient human rights risks. The identified topics are:

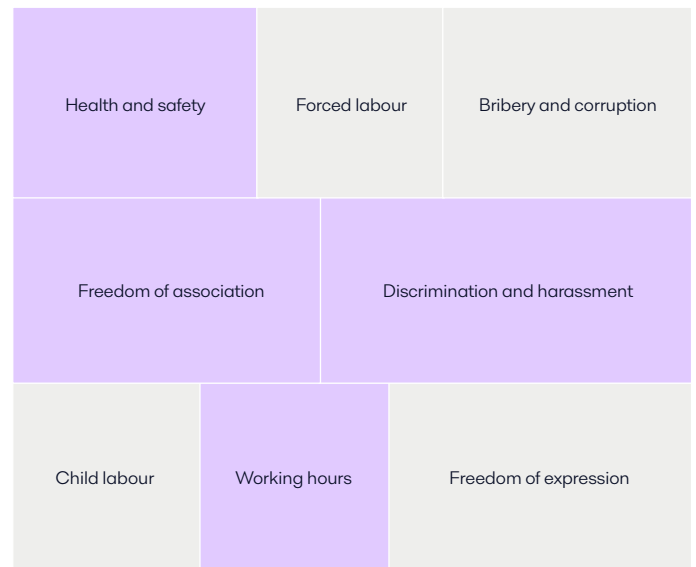


Figure 2. Identified salient potential human rights risks, in no particular order.

These risks are prioritized based on the severity of potential impact and likelihood, in line with the UN Guiding Principles.

Alfa Laval's Double Materiality Assessment performed in 2024/2025 identified and confirmed some of the above risks to be material topics for Alfa Laval.

Suppliers

To ensure a responsible and sustainable value chain, collaboration with suppliers is essential. Through clear expectations, risk analysis and a structured follow-up approach, risk exposure will be reduced. Through increased knowledge about sustainability risks, it is also possible – together and in dialogue with our suppliers – to work for sustainable business growth.

To identify high risk areas, the Sourcing organization uses macro level risk trend reports and external indicators such as anti-corruption and human rights risk index guidance, complemented by internal data and insights. The annual risk assessment provides information about supplier issues that need to be addressed.

Supplier dialogues and audit outcomes play an important role in strengthening our risk screening process. Further risks may emerge through evaluations, incident reports, risk reviews or whistleblowing cases.

Risk identification and assessment process

Potential salient human rights risks and mitigation actions

In no particular order:	Potential salient human rights risks	Preventative and mitigating actions, examples
1. Health and safety	Risks to occupational health and safety relate to workplace accidents, work-related illness or stress. Examples of activities connected to elevated health and safety risks are handling of heavy machinery, heavy lifting, ergonomics, etc.	In addition to mandatory and re-occurring safety training and guidelines on health and safety protocols, Alfa Laval has several preventative group-wide programmes, such as I Care, Stop-Think-Act and 3PR, in place. Our Health and Safety Policy defines our vision, that all employees return home safely every day. Our work is driven via decentralized management systems in accordance with the corporate Health and Safety Manual. Performance indicators are reported to group level.
2. Freedom of association*	Potential violations or infringements on workers' rights to establish or join trade unions, participate in collective bargaining and strike could negatively impact the employee's ability to influence working conditions, compensation and benefits.	Alfa Laval's Business Principles define our commitment to the right to decent working conditions, including the right to freedom of association and collective bargaining. Measures to ensure compliance with our business principles and local legislation are implemented by site-specific human resources or compliance organization.
3. Discrimination and harassment	Discrimination can be related to race, gender, religion, disability, sex or sexual orientation. Minorities, women and migrant workers may be especially vulnerable and at a greater risk of being subjected to discrimination. Operating in many different geographies and in a sector where the workforce is historically predominantly male highlights the importance of working proactively in this area.	Alfa Laval's Business Principles define our commitment to provide a workplace free from discrimination and harassment. Our Inclusion and Diversity Policy and our People Policy further detail this commitment and are accompanied by proactive measures and defined diversity targets for our own organization.
4. Bribery and corruption*	Corruption is a corroding agent in society; it undermines trust, depletes resources from the public sector, and thus diminishes societies' overall resources to uphold and protect human rights. If it occurs in a business environment, corruption could, for example, entail that non-compliances or issues related to human rights are not reported or acted upon in accordance with policies. As such, bribery and corruption can have a negative effect on all human rights.	All employees are trained on Alfa Laval's Business Principles, Anti-Bribery and Anti-Corruption (ABAC) Policy and whistleblowing mechanism every two years. Our ABAC Policy was further updated, several ABAC webinars were conducted and e-learning on ABAC was launched in 2023. An external whistleblower mechanism, open to all affected stakeholders (internal as well as external), is in place. To safeguard whistleblowers' integrity, the Whistleblower Protection and Anti-Retaliation Policy has been adopted.
5. Freedom of expression*	Connected to certain risk geographies, our analysis has identified an elevated risk that employees could be under governmental influence and may not be able to freely express their opinions. This would of course in itself be an aggravating circumstance and would also cause risks that other negative impacts on human rights would not be reported.	The commitment we make to respect the rights set out in the International Bill of Human Rights and the ILO conventions includes the right to freedom of expression as a fundamental element. This commitment is found in our Business Principles and Human Rights Policy. To ensure freedom of expression, the Whistleblower Protection and Anti-Retaliation Policy has been adopted. The annual employee survey VOICE is one platform that allows all employees to openly express their views.
6. Working hours	Employees, not least those working in office functions, providing service to customers and working in the distribution chain, are exposed to general risks of overtime. Not getting enough rest could have negative effects on both health and family life, and could increase health and safety risks.	Alfa Laval's Business Principles define our commitment to the right to decent working conditions, including reasonable working hours. More specifically, local requirements and guidelines regarding working hours are in place, adjusted to local legislation and agreements. Further, internal audits are conducted to ensure compliance with Alfa Laval's Business Principles throughout the organization.
7. Child labour**	Children working deprives them of their childhood, their potential and their dignity. Child labour is harmful to the physical and mental development that all children have a right to. Risks of child labour are primarily identified as salient in the supply chain.	The right to freedom from child labour is an essential part of the commitment we make to respect the rights as set out in the International Bill of Human Rights and related ILO conventions. This is reflected in our Business Principles and Human Rights Policy and is included in internal audits. Age checks are carried out during our recruitment processes. Where cases of child or forced labour are identified, Alfa Laval prioritizes remediation that protects affected individuals, including corrective actions, supplier engagement and disengagement as a last resort.
8. Forced labour**	Connected to certain risk geographies, our analysis has identified an elevated risk of forced labour, meaning involuntary work and under threat of penalty. There is a risk that forced labour may be instigated by governments.	The right to freedom from forced labour is an essential part of the commitment we make to respect the rights as set out in the International Bill of Human Rights and related ILO conventions. This is reflected in our Business Principles and Human Rights Policy.

Table 1. Potential salient human rights risks and examples of mitigation actions

*Potential risks related to freedom of association, freedom of expression, and bribery and corruption were highlighted as salient in specific countries, based on country-level risk indexes.

**The risks of child labour and forced labour were considered low in likelihood but very high in severity. Because of the high severity of impacts, these risks were included in the list of salient risks.

Actions and mitigation measures taken

Alfa Laval works actively to prevent, mitigate and cease negative impacts across our organization and among our suppliers. How we take actions to prevent the identified salient risks are briefly described above in Table 1.

Training and awareness

The measures taken to prevent and mitigate negative impacts include ensuring that all employees are aware of the importance of respecting human rights, and that they react and take necessary actions when they identify risks.

All employees are therefore expected to follow the Business Principles to ensure respect for human rights.

All employees undergo mandatory training every two years on the Alfa Laval Business Principles, anti-bribery and anti-corruption, and the whistleblowing process. New employees receive these trainings as part of the onboarding process. The global learning platform is our central tool for communicating corporate policies and delivering training. It enables us to manage and provide comprehensive onboarding courses, ensuring employees consistently understand and meet policy requirements. A wide range of courses is offered to all Alfa Laval employees, with certain mandatory courses being assigned based on role, while others are available for employees to choose in line with their interests and career development.

In 2024, Human Rights Due Diligence (HRDD) training was made available in our learning portal. More advanced modules for assigned HRDD leads were launched in 2025 to support HRDD roll out. Additional initiatives such as guest lectures to raise awareness of human rights due diligence and partnerships with external organizations like the Raoul Wallenberg Institute and the UN Global Compact further strengthen our commitment to human rights.



Actions and mitigation measures taken

Training hours by gender (LTM)

	Training hours	WD HC	Average
Number of training hours Women (LTM)	38,292	4,556	8.40
Number of training hours Men (LTM)	248,308	14,875	16.69

Table 2. Training hours by gender

Average hours of training per year per employee

	Total hours	Employees	Average
Women	41,157	3,806	10.81
Men	149,544	13,375	11.18
Managers	31,425	2,299	13.67
Employees	159,613	14,911	10.7

Table 3. Average hours of training per year per employee

Other initiatives

A new three year People Strategy was launched in 2024, with the ambition to further strengthen human rights related commitments within our Group. It rests on three strategic pillars: creating a safe and inclusive workplace, accelerating our learning journey, and shaping people and Alfa Laval for the future.

This includes reinforcing our caring culture, ensuring that leaders live our core values, building future fit competences, improving the visibility of growth opportunities, and adapting our organization for sustainability and long-term development.

To reduce risks related to discrimination, harassment and unequal opportunities, Talent Acquisition teams proactively promote underrepresented employees and work to implement more inclusive hiring practices. Recruitment-related marketing has been updated to use more gender equal imagery and language and to reduce gender bias, helping people of all genders and backgrounds feel encouraged to apply. Several employee networks support the development and visibility of women across Alfa Laval, including the “W@lfa Women” network, which has expanded from Flemingsberg to sites in Lund, Eskilstuna and Ronneby in Sweden and, in 2024, to Søborg in Denmark, as well

as regional networks such as “Top Woman” in Latin America and “HER Power” in China. In the US, Alfa Laval partners with Women in Manufacturing (WIM), giving employees access to development and networking opportunities for women in the manufacturing industry.

In 2025, Alfa Laval strengthened both human rights and inclusion in high-risk technical roles through the Field Service Academy for the Americas. The Academy offers a structured nine-month training programme for junior engineers from Latin America, preparing them to work as Field Service Engineers in Colombia, Mexico and Panama, with a strong focus on quality, safety and customer service. Through a proactive sourcing approach, 13 Field Service Engineers were recruited, including the first female Field Service Engineers in Alfa Laval Latin America, opening up new career opportunities while supporting safer, more inclusive field service operations.

In addition, in 2025, one of our business units ran an initiative to challenge gender stereotypes in industrial roles by producing an internal video that highlights female welders and promotes welding as a career for everyone. This forms part of a more structured inclusion and diversity approach, where diversity is viewed as a driver of innovation, retention, productivity and a broader talent pipeline.

Actions and mitigation measures taken

Local initiatives further reinforce the safety culture; for example, the site in Kolding ran a dedicated Health and safety week that combines tools and dialogue with employees to support day-to-day safety work.

We are also strengthening our work on security as part of safeguarding people, information and assets. In 2024, renewed attention was paid to Alfa Laval's overall risk profile. Mitigating measures include ensuring that security was a regular agenda item, conducting security risk assessments to identify what needs protection, using background checks where appropriate, reinforcing physical security and providing cyber security information and guidance. Awareness-raising is carried out to ensure that employees stay alert, understand relevant risks, report concerns and take everyday precautions.

To help ensure that people are well supported from the start of their employment, a new onboarding framework for service centres was launched in 2025. The framework is designed to provide a consistent, high quality experience for all new employees, and includes a dedicated onboarding webpage for managers, newcomers and buddies, a comprehensive Service Centre Handbook, a structured onboarding plan template and a practical manual for buddies and managers. This structured, supportive approach helps new colleagues become integrated in terms of both performance and motivation, and contributes to reducing early voluntary turnover.

Supplier engagement and capacity building

Alongside internal initiatives, Alfa Laval also embeds its human rights commitment throughout the supply chain.

Supplier screening and onboarding, using tools such as questionnaires, sustainability programme evaluations and audits, are carried out to verify that new and existing suppliers meet the Alfa Laval Business Principles for Suppliers and align with our sustainability ambitions. Suppliers are also engaged through workshops and training, and strong performance is highlighted through supplier sustainability awards.

In addition, a structured supplier audit programme, including Business Principles audits, is in place, managed by a global risk and compliance team that coordinates a network of certified part-time internal supplier auditors and third-party resources.

Critical risks highlighted in training and audits are: Child labour, young labour, forced labour, freedom of association, fire protection, serious discharges to the environment, health and safety, bribery and corruption, and working hours. During 2025, 54 suppliers in India underwent classroom training on Alfa Laval Business Principles and 107 BP on-site supplier audits were performed, mainly in India and China.



Our Monitoring and tracking process

Alfa Laval has established a set of targets and key performance indicators (KPIs) related to human rights, covering health and safety, diversity and ethical conduct, which were updated in 2025. These measures help us to understand how well we are managing human rights risks and preventing negative impacts.

In addition to this, our Global Health and Safety and Group Human Resources report their human rights-related metrics at both site level and group level, while Global Sourcing reports globally.

Examples of indicators to track negative impacts:

Injuries in the workplace. (See Table 1 (Salient potential human rights risks and examples of mitigation actions) for preventative and mitigating actions taken in health and safety)

Work-related injuries	2022	2023	2024	2025
Number of fatalities	0	1*	0	0
Rate of fatalities	0	0.03%	0	0
Number of lost time injuries (LTI)	87	90	73	102
Rate of LTIs	2.59	2.45	1.80	2.32
Main types of work-related injury	Struck by moving, flying or falling object	Slips, trips and falls, struck by moving, flying or falling object	Slips, trips and falls, struck by moving, flying or falling object	Slips, trips and falls, struck by moving, flying or falling object, lifting operations
Number of hours worked	33,627,450	36,789,563	40,527,488	45,064,236

Table 4. Injuries in the workplace

Gender diversity targets for 2025:

Targets	2022	2023	2024
35% female employees	21%	22%	23%
25% female managers	22%	22%	23%
More than 70% homogeneity in senior management team	-	71%	70%
Female new hires (white collar)	27%	33%	33%

Table 5. Gender diversity targets for 2025

Gender diversity targets for 2030:

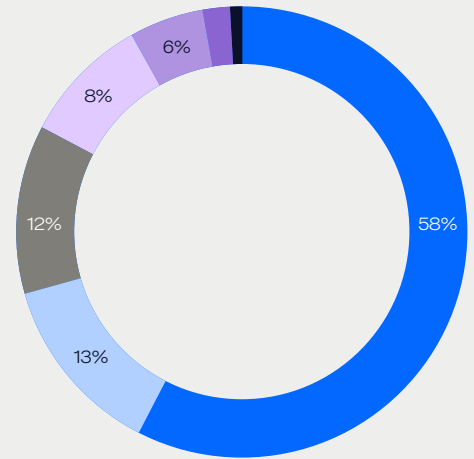
Targets	2025
26% female employees	23%
27% female managers	23%
Diverse nationalities senior managers >50%	34%

Table 6. Gender diversity targets for 2030

Suppliers

In 2025, 107 suppliers were selected for a Business Principles audit. Suppliers receive an audit report and respond with a corrective action plan. Sixteen action plans were fully completed by year-end. In the supplier audits a total of 1,090 deviations were found, of which 208 deviations concerned one of the critical areas.

Deviations in any of the critical areas require immediate correction, from both new and established suppliers. Suppliers with a high-risk audit result have a limited time to implement the necessary improvements, while the case is escalated and monitored.



- Health & safety 58%
- Wages, social security benefits 13%
- Environment protection 12%
- Human rights & labour rights 8%
- Chemical handling 6%
- Other 1%

Figure 3. Deviation category split for all deviations in 2025



Our way of communicating and engaging with stakeholders

Employees, contractors, suppliers, customers and local communities are regarded as Alfa Laval's key human rights rightsholders and as central stakeholders in our operations. We engage and communicate with these groups in different ways, tailored to their role and their relationship with our business.

Employee communication and engagement is a core part of our approach to human rights. The annual VOICE survey provides an insight into employees' perceptions of workload, work-life balance, inclusion and wellbeing. In 2025, 86% of employees responded to the survey, and the findings are used by managers and other relevant stakeholders as a basis for deciding on the next steps to reduce identified risks and strengthen opportunities in the work environment. The Performance Development Dialogue (PDD) complements this by offering a structured, regular dialogue between employees and managers on performance, development and working conditions. In addition, training sessions, webinars and internal newsletters are used to communicate expectations, policies and developments related to human rights, health and safety, inclusion and ethical conduct.

With our suppliers, stakeholder engagement focuses on building a shared understanding of expectations and enabling continuous improvement. Suppliers are engaged through ongoing dialogues, assessments, audits, workshops and training, on sustainability and responsible sourcing topics. These interactions communicate what is required under the Alfa Laval Business Principles for Suppliers and our sustainability ambitions, while also creating a forum for suppliers to share their perspectives and challenges.

At local level, Alfa Laval also seeks to contribute to the wellbeing and resilience of communities around our operations. In 2025, the Richmond Volunteer Committee was established in the US to coordinate employee participation in community activities, such as the Salvation Army Angel Tree Distribution Center, local park clean-ups and charity walks for various causes. The committee is open to all employees and allows up to eight hours

of approved volunteer time to be applied towards paid time off, giving colleagues a practical way to live Alfa Laval's values, build connections and support the communities where we operate.

Dialogue with local stakeholders also takes place through specific projects and events, as well as via our Annual Report and corporate website, which are the main channels for sharing our broader sustainability work with external stakeholders.

Alfa Laval is also engaged in external platforms that focus on business and human rights. We are a member of the UN Global Compact and an active participant in its human rights-related activities, taking part in training, meetings and peer exchanges, and on occasion presenting our own experiences of working with human rights due diligence. In addition, Alfa Laval is a member of external networks such as the Enact Swedish Business and Human Rights Network, where we participate in quarterly networking sessions to discuss and share learnings on current human rights issues, developments and concerns. These external engagements help us stay informed about evolving expectations and good practice, and bring insights that can strengthen our own human rights work.

Our Remediation processes and grievance mechanism

Alfa Laval's whistleblowing channel is available for all employees and external stakeholders, with safeguards in place to prevent retaliation. The channel is managed externally to ensure confidentiality and impartiality, and is governed by Group Risk & Compliance, who review all submissions in accordance with established investigation procedures.

Alfa Laval strongly encourages all employees and other stakeholders to report any concerns, including those related to human rights, in good faith and without fear of retaliation. Concerns can be raised directly with managers or submitted via the whistleblowing channel, which remains accessible to any stakeholder, both inside and outside the company.

Whistleblower protection is governed by the Whistleblower Protection and Anti-Retaliation Policy. This Policy builds on Alfa Laval's Business Principles, which establish a culture of zero tolerance for any form of retaliation for speaking up and encourage everyone to raise concerns about hazards, potential violations of laws or breaches of the Business Principles. Whistleblower protection is provided in two key areas: confidentiality and protection from retaliation. To the greatest extent possible, the confidentiality of the whistleblower is maintained, and retaliation against whistleblowers who raise concerns in good faith is strictly forbidden.

Remediation for employees is managed at site level and agreed on a case-by-case basis together with relevant rightsholders, union representatives, Human Resources and site management. Depending on the circumstances, remedial measures may include rehabilitation support, compensation for injuries and employment-related actions such as reinstatement.

For suppliers, potential or actual adverse impacts identified through supplier evaluations, risk analyses, incident reports or Business Principles audits are addressed through corrective action plans agreed with the supplier. Suppliers with serious breaches are given a limited period to implement the required improvements and may receive support through supplier development activities, while the case is closely monitored. If adequate improvements are

not achieved, cases can be escalated to the Supplier Risk and Compliance Council and may result in business being put on hold or in the phasing out and termination of the supplier relationship. Where Alfa Laval has contributed to, or is directly linked to, adverse human rights impacts through its business relationships, we aim to use our leverage to seek appropriate remediation and to prevent similar issues from recurring.



Conclusion

Alfa Laval has taken initial steps to structure its work on human rights due diligence, including defining governance and policy frameworks, introducing a Group HRDD Procedure, identifying potential salient human rights risks and starting to strengthen some preventive and mitigating measures.

These developments create a foundation for our HRDD process that needs to be further strengthened and developed and consistently applied across all steps and parts of the organization.

We see human rights due diligence as a long-term journey. In the coming years, our focus will be on gradually building capability, improving the quality of risk identification and assessment, integrating HRDD more systematically into existing processes and strengthening follow-up and documentation. The activities described in this report should therefore be viewed as work in progress, and we expect our approach to evolve over time as we learn from practical experience and from engagement with rightsholders and other stakeholders.

More information

For more and updated information about our sustainability efforts.

[Explore more](#)





Pioneering
Positive
Impact

This is Alfa Laval

The ability to make the most of what we have is more important than ever. Together with our customers, we're innovating the industries that society depends on and creating lasting positive impact. We're set on helping billions of people to get the energy, food, and clean water they need. And, at the same time, we're decarbonizing the marine fleet that's the backbone of global trade. We pioneer technologies and solutions that free our customers to unlock the true potential of resources. As our customers' businesses grow stronger, the goal of a truly sustainable world edges closer. The company is committed to optimizing processes, creating responsible growth, and driving progress to support customers in achieving their business goals and sustainability targets. Together, we're pioneering positive impact.

How to contact Alfa Laval

Contact details for all countries are continually updated on our website. Please visit www.alfalaval.com to access the information.