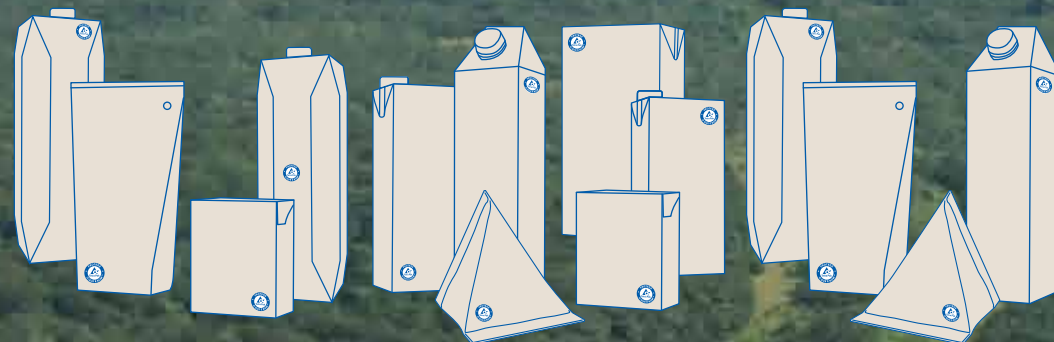
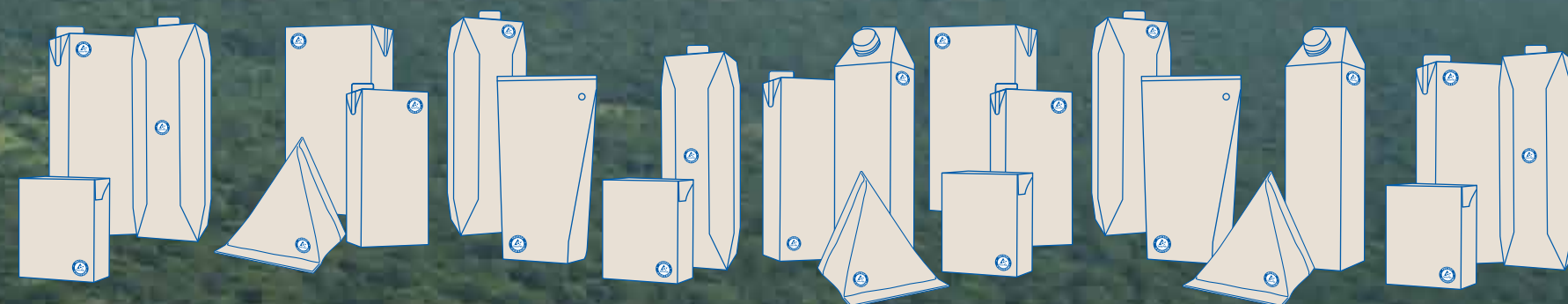




[www.tetrapak.com.br](http://www.tetrapak.com.br)



SUSTAINABILITY REPORT 2010 • 2011



# 2010 • 2011

## SUSTAINABILITY REPORT

Tetra Pak





**2010 • 2011**

**TETRA PAK  
SUSTAINABILITY REPORT**







Thais Mattar,  
employee



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## ABOUT THIS REPORT

# TRANSPARENT REPORTING

*In accordance with the GRI guidelines, Tetra Pak's Sustainability Report renders accounts to the company's stakeholders.*

*Check in this publication information about Tetra Pak Brasil's management and performance in 2010-2011.*

### • 3.1 | 3.2 | 3.3 | 3.4 | 3.5 | 3.6 | 3.7 | 3.9 | 3.13 | 4.15 •

This is Tetra Pak Brasil's third Sustainability Report, GRI framework. The information provided in this report consolidates the company's management and performance during 2010-2011 (from 1 January 2010 to 31 December 2011). The document was prepared pursuant to version G3 of the Global Report Initiative (GRI) Framework, application level B.

The GRI Framework is accepted worldwide and it is also one of the most extensive reporting frameworks providing transparency to the disclosure of results, at the same that it allows that the company's performance is compared to that of other organizations.

The indicators presented herein consolidate information from Tetra Pak Brasil two industrial plants, in Monte Mor (SP) and Ponta Grossa (PR). In some cases – as for the labour practices indicators – data from the sales and technical service offices in Goiânia (GO), Belo Horizonte (MG), Recife (PE), Curitiba (PR), Porto Alegre (RS), São Paulo (SP) and Campinas (SP) is also taken into account.

Compilation of the data involved all departments of the company and the measurement methods have not suffered significant changes in relation to previous years. The information was surveyed and validated by managers and directors, ensuring that the content in this report reflect the company's management method. The subjects have been aligned and prioritized in accordance with the company's strategic plan.

In the annex to this report there is a reference index, prepared to facilitate understanding the indicators, which are presented next to the headings for cross-reference.

This publication, printed in the Portuguese language, is addressed to all Tetra Pak Brasil stakeholders, identified by means of a field survey and according to the company's Code of Business Conduct. These stakeholders include customers, retailers, suppliers, the community, recycling plants, the government (the three Powers), partners, opinion leaders, consumers, the internal public, and trade associations.

For further questions about this publication or any of the subjects herein, please contact by e-mail: [falecom@tetrapak.com](mailto:falecom@tetrapak.com).



Paulo Nigro  
President of Tetra Pak Brasil



## MESSAGE FROM THE PRESIDENT

# BUILD UP VALUE RELATIONSHIPS

### • 1.1 | 1.2 •

During 2010 and 2011, Tetra Pak achieved many expressive results, which are the outcome of investments in personnel, installed capacity, innovation, technology and customer satisfaction. Just in 2010 we sold 1 billion packages more than the previous year, which represents 10% growth over a figure that was already huge. This volume is equivalent to an entire year sales of packages in the Chilean market, for instance. This performance allowed us to achieve now in 2011 our goal for 2012; we reached the milestone of 12 billion packages produced per year.

In terms of machinery installation, we went from 50 filling lines to 125 new lines per year, which represents 25% of what Tetra Pak installs worldwide. To accomplish that we created a centre to train new technicians at Monte Mor (SP) plant, employing 150 new professionals and preparing the company for growth.

These figures were achieved owing to innovations in our portfolio of machinery and packages, together with a strong social-environmental action. Over this period we launched the first element containing green plastic to ever comprise a package in the world; it is a cap made out of polyethylene from sugar cane ethanol. This material replaces the traditional plastic made out of oil and it is the first step for a cooperation agreement with Braskem.

Another renewable input in our packages is paper, which has been certified by the Forest Stewardship Council (FSC®) since 2008. The seal guarantees that the trees come from forests with responsible management and also traceability of the material all along the production chain, from planting the tree to the final product. The seal is included as requested by customers and it has been more and more requested. In 2010, we produced 4.96 billion packages bearing the certification seal and, in 2011, 6.82 billion.

Today, 27% of our packages are recycled, which means that we have exceeded the rates achieved before the economic meltdown in 2009 that decimated the prices of recycled materials and affected the recycling chain in Brazil. At the time, we chose to build up a regulator stock of post-consumption packages, instead of simply following up the prices drop, reinforcing the sustainability of our actions and avoiding even more serious impacts in the waste collectors' cooperatives across the country.

Fortunately in 2010 the Congress approved of and the Presidency enacted the National Policy on Solid Waste. Together with the Brazilian Business Commitment to Recycling (CEMPRE), the SOS Mata Atlântica NGO, and other organizations, Tetra Pak actively participated in the whole process of discussion and approval of the new law. Based on the shared waste management, the project contributes to providing sustainability to this chain, with balance and harmony.

We believe that actions like expanding the infrastructure, strengthening the environmental culture, and improving the legislation offer conditions to increase even more the recycling rates. For this reason, one of the focuses of our marketing campaigns is environmental awareness, on which we invested over BRL13 million per year over these two years. We provided support to initiatives that have wide impact in the society, including insertions in prime time soap operas such as *Passione* (Rede Globo, 2010/2011).

Our social investments also focus on environmental awareness. Over this period, we started investing funds in sports projects, always establishing the liaison with the sustainability subject.

The prospects for the coming years are positive: the fact that Brazil is on the spotlight represents a great opportunity for businesses and Tetra Pak is ready to take advantage of that. And we are ready only because we think on the long term and we managed to keep this view even in times of uncertainty. Amid the crisis in 2008 we increased in 33% our production capacity. It was a bold decision that provided the necessary conditions for quickly restoring the pre-crisis rates.

The good performance of the economy attracts new players to the market, both domestic and international, which increases competition in the sector and requires discipline in terms of costs, customers' closeness and investments in innovation to keep our market share. And we master doing that: **innovation is part of our DNA and we are pioneers in the development of systems that have low environmental impact, incorporating renewable sources to our packages.** Currently, we are bringing to Brazil 18 of 21 Tetra Pak's global developments, expanding even more our portfolio of solutions to our customers.

If we manage to reach the homes of millions of consumers every day it is because we have a team of competent and committed professionals who establish value relationships with our partners and customers. And we feel obliged to share this success with the society, promoting a positive transformation to build up a better world. I thank all those who are part of our history, making us proud for the results of our efforts.



*Our business is to protect:  
Tetra Pak's packages and  
equipment protect the food and  
contribute to the development  
of consumption habits.  
Operating in Brazil since  
1957, the company strives for  
transparency to stakeholders  
and offers complete intelligent  
solutions to customers. Global  
technology and know-how are  
applied to the local reality,  
understanding the regional  
demands and contributing  
to the development and  
preservation of the environment.*

# PROTECTS WHAT'S GOOD

Milena, daughter of employee Juliano Almeida





*Tetra Pak operates in 170 countries.*

Lilian Souza (employee), with husband Douglas and their son Isaque

*Tetra Pak Brasil is the second largest operation of the Tetra Pak Group in terms of sales volume and revenue and employs 1,613 of the near 23 thousand employees of the Group.*

TETRA LAVAL

# GLOBAL LEADERSHIP

Activities and production in Brazil

- 2 plants
- 7 regional offices
- 1,613 employees
- 23 billion packages produced over the past 2 years
- 2<sup>nd</sup> largest operation of the Tetra Pak Group in terms of sales volume and revenue
- 94.7% of Brazilian households consume products in long life packages

• 2.8 •

Tetra Pak is a company of the Swedish Tetra Laval Group, which also includes DeLaval and Sidel, with head office in Switzerland. They are all leading companies in their respective fields, operating in an independent but cooperative fashion to the benefit of their customers.

A limited liability family company, Tetra Pak operates in 170 countries including 39 local operations and 79 sales offices. A total of 22,896 employees (1,613 in Brazil) that have allowed for the delivery of 75.7 billion litres of products worldwide, filled into over 167 billion Tetra Pak packages, totalling €10.36 billion in world net sales in 2011.

Tetra Pak Brasil is the second largest operation of the Tetra Pak Group in terms of sales volume and revenue, second only to the Chinese subsidiary. The company is a global benchmark for technology and know-how, and it is one of the most efficient companies in the world in the sector according to the World Class Management (WCM) system.



*Tetra Pak's world business is based on four pillars: growth, innovation, environment and performance.*



TETRA PAK BRASIL

Profile

• 2.1 | 2.3 | 2.4 | 2.5 | 2.6 | 2.7 •

With head office in São Paulo, Tetra Pak Ltda. runs two packaging material industrial plants – Monte Mor (SP) and Ponta Grossa (PR) – as well as seven regional sales and technical service offices. Operating in Brazil for 54 years now, the company was decisive for the development of the food industry and the promotion of cultural changes.

An example of that was the introduction of the Ultra High Temperature (UHT) technology that contributed to the insertion of the long life milk in the country and which production doubled during the first decade of this century. Today, Tetra Pak packages – used also for fruit juices, water, sauces, creams, wines, foods, etc. – are present in 94.7% of Brazilian households according to a study by Kantar Worldpanel, Latin America’s largest company dedicated to household consumption research.

The same technology allowed for the creation of coconut water in the carton. Previously wasted by the companies that processed the fruit’s pulp, the coconut water has now a commercial purpose thanks to Tetra Pak’s influence with the sector’s manufacturers.

This capacity to develop solutions for the domestic market makes the company a role model in terms of safe packages that preserve the nutritional value of foods, reduce the costs associated to transport and storage, and minimize environmental impacts by allowing efficient production as well as recycling after consumption.

The company also offers food processing systems, filling machines, distribution equipment and customer support services. Having a full portfolio of products and services, the company operates in segments that comprise the pre-production, production, improvement and training stages.

Vision, Mission and Core Values

• 4.8 •

**Vision:** “We commit to making food safe and available, everywhere.”

**Mission:** we work for and with our customers to offer the best food processing and packaging solutions. We apply our commitment to innovation, our understanding of consumer needs and our relationships with suppliers to deliver these solutions, wherever and whenever food is consumed. We believe in responsible industry leadership, creating profitable growth in harmony with environmental sustainability and good corporate citizenship.

**Core Values:** they show our commitment to ensure safe and available food everywhere in the world. This heritage is the basis for the behaviour of our employees and consolidation of our work.

- **Customer-focus & Long-term View:** We ensure we add value and inspire our customers because we recognize that they come to us by choice. We dare to lead with a focus beyond tomorrow and take opportunities to learn and grow.
- **Quality & Innovation:** We do not compromise on quality. We relentlessly drive for better, fit-for-purpose solutions and breakthrough innovations.
- **Freedom & Responsibility:** We have the freedom to take initiative and act decisively in the best interests of Tetra Pak and our customers. We take responsibility for our actions and contribute to the communities in which we operate.

- **Partnership & Fun:** We respect and rely on one another and all our employees for exceptional results. We enjoy working together and celebrating our achievements.

Certifications

In August 2011, the Monte Mor (SP) and Ponta Grossa (PR) plants, as well as the sales and technical service offices were externally audited by the Integrated Management System (IMS), which resulted in the recertification ISO 9001:2008 (Quality) and the maintenance of the OHSAS 18001:2007 (Safety & Health) and ISO 14001:2004 (Environment) certifications.

Maysa, daughter of employee Silvano Assunção



Corporate Governance

• 4.1 | 4.4 | 4.6 | 4.8 | 4.9 | 4.11 |  
SO2 | SO3 | SO4 •

Tetra Pak Brasil business is based on the best practices of corporate governance, guided by the principles of transparency, equality, accountability and corporate responsibility. These initiatives aim at translating the company's Vision, Mission and Core Values into day-by-day activities.

All leaders and managers sign a commitment to the corporate governance framework, the Corporate Governance Confirmation. By doing that they make sure they have done their best to apply the best practices within that period. All governance activities are globally audited every two years.

In Brazil, the company keeps a Corporate Governance Committee, consisting of five members from different departments, which is responsible for ensuring that the best practices are applied locally and transmitted to every employee. These concepts and policies are spread, among other activities, during the Corporate Governance Week, an annual event carried out since 2009 with a cycle of lectures to all employees.

The Committee also coordinates the Management Declaration, a process through which all employees commit to follow the group's local and global framework, policies and procedures, declaring the absence of conflicts of interest; and the Risk Assessment, a process which surveys and classifies the risks involved in each department of the company based on probability, potential impacts, actions and people in charge.

The experience with these activities is being shared with other units in South and Central America to allow for the creation of Corporate Governance Committees in other countries as well.

The actions of each employee are guided by the Code of Business Conduct, which is regularly revised by a member of the world board and by local officers. Every new employee is introduced to the Code during the Integration Program and receives a book containing the full Code. The content of the Code can be found at Tetra Pak's intranet, Orbis.

Tetra Pak's policies support the Code of Business Conduct by means of guidelines applied to all administrators who receive annual onsite training, and to the remaining employees that get regularly training. They include:

**Anticorruption Policy:** regulates the relationship between our employees and suppliers, authorities, government, banks and service providers. The objective is to fight against fraudulent actions and bribery practice. People who work for Tetra Pak are instructed to act with transparency and never offer, ask or accept payments, hospitality, or advantages that may influence their decisions or make them dependent on the involved players.

**Ombudsman Policy:** Tetra Pak's employees are expected to report practices that are in disagreement with the corporate governance framework. All reports are investigated and the person reporting cannot be penalized. These practices can be reported to the employee's senior management, to the Corporate Governance Committee or to the Finance and Business Control, Legal or Human Resources executive directors. The report can also be sent anonymously by intranet. Over the past ten years the company has had no records of misconduct or corruption.

**Audits:** Tetra Pak group carries out a biannual Internal Audit focused on the corporate governance framework. Practices that are not compatible with the group's policies are identified and corrected. External audits on internal controls are carried out annually.

**Guidelines:** they help management and preparation of new policies. These directives may be part of the policies or be edited separately and should be followed to resolve matters not contemplated by other policies and procedures.

**Procedures:** all company procedures are detailed and mandatory, such as the Financial Reporting Manual, the Rules for Investment Approval and the Brands Use Manual.

BRAND

• PR5 •

Tetra Pak's motto "PROTECTS WHAT'S GOOD™" intends to add value and strengthen its brand. The use of the protection concept is linked to keeping something safe, defending, guarding looking after, taking good care. Its value is expressed by the fact that this is an active word used in the present tense; and by the association of the word "good" with synonyms like generous, beneficial, and healthy.

The motto is an extension of the company's Vision and applies to the whole value chain. Tetra Pak packages protect the food and help protect the environment: they are 100% recyclable and use paper (material from renewable source) as the major input. Besides using paper certified by the Forest Stewardship Council (FSC®), the company invests in other renewable materials, such as the cap produced out of sugar cane ethanol launched in 2011.

The brand value is measured annually by means of a brand reputation survey with employees, customers, suppliers and the general public carried out by the Reputation Institute. The results have been improving over the past few years, going from 77.6 in 2010 to 79.8 in 2011, which is considered excellent by the consulting firm and is comparable to major conglomerates operating in the country.



# PROTECTS

## WHAT'S INNOVATIVE

*Our business is to innovate: innovation is part of Tetra Pak's DNA. Its business proposal has transformed food consumption habits since the beginning of its operations: this is part of the company's trajectory. Not only by innovating with products, but also reinventing ways of producing and managing the business, in addition to developing, by means of partnerships, better technologies along the whole value chain, especially for recycling.*



Kenzo, son of employee  
Roberto Tacao





*Projects in the Supply and Artwork departments were the highlight in terms of innovation in the period.*

*The insertion of the Environment strategic pillar is another cornerstone in Tetra Pak's trajectory, strengthening the development of recycling and the use of materials from renewable sources.*

INNOVATE

# TO AGGREGATE VALUE

Assured  
responsibility

- 100% of the paper used in packages is FSC® certified
- 2010: the launch of the Active Traceability System brings cutting edge technology to register coded chain information on the package
- 27.1% of post-consumption packages were recycled in Brazil in 2011, representing 59 thousand tons of material

• PR1 •

Innovation has been part of Tetra Pak's DNA from day one, offering solutions for safety storage of foods, ensuring greater durability and lower production and logistics costs. More recently, the insertion of the Environment strategic pillar marked one more innovation, strengthening the development of recycling and the use of materials from renewable sources.

Innovation is also present in operational management, with regular projects to improve processes and procedures. In 2011, two projects stood out. In the first one, the Logistics Services and Supply department identified recurrent low added value activities by using the Eliminate, Combine, Rearrange and Simplify (ECRS) tool. The action plan developed after diagnosing the problem increased in 10.4% the availability of the department for new improvement actions and activities.

The other outstanding project increased the production of Artwork by implementing a new control tool, facilitating the mobility and sharing of digital files from other plants in the group and reducing the time to develop and change packages.





### New laminator in Monte Mor

In September 2011, in Monte Mor (SP), a new laminator was put into operation. It is the equipment that gets together all the six layers of the package, alternating paper films, polyethylene and aluminium. Using cutting edge technology, the laminator guarantees mechanical speed of 650 meters per minute. With this equipment, it will be possible to produce most part of the packages offered in Tetra Pak's portfolio these days, increasing in 25% the production capacity of the laminating process.

### EQUIPMENT FOR THE FOOD INDUSTRY

Tetra Pak offers integrated processing, filling and distribution lines, consisting of high-performance, rigorously tested equipment. There are about 90 models of filling and processing machines developed by Tetra Pak in accordance with the specific demands from customers, focusing on food, beverage, milky products, cheese, and ice cream categories.

The company's business with equipment goes beyond the development of machines. Tetra Pak provides its clients with consulting to determine the ideal solution for each production line; installs the machinery at the customer's plant; offers training to employees on the operation of the machines; and provides technical service and maintenance.

### PACKAGES

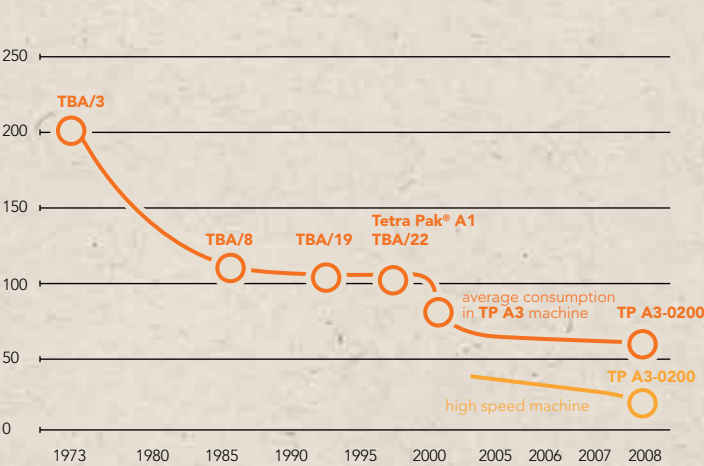
#### • 2.2 •

Tetra Pak's packages portfolio is wide, offering over 30 thousand packaging possibilities, one for each specific need of the customers. There are 11 types, with volumes varying from 80 millilitres to 2 litres. The combination of different shapes and volumes, together with the different openings, caps and straws, represents a huge portfolio from which the customers can choose the one that better meets their needs. To help them choose, Tetra Pak offers specific consulting, considering issues like logistics, better shelf display, and durability of the food.

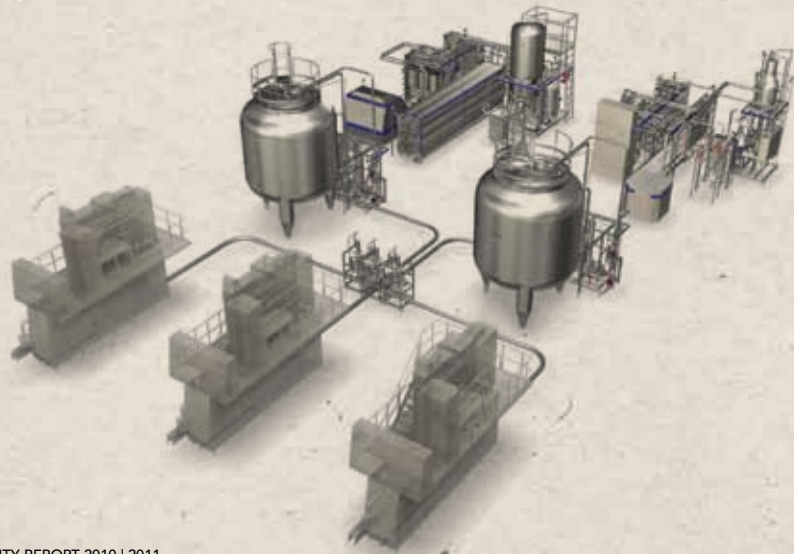
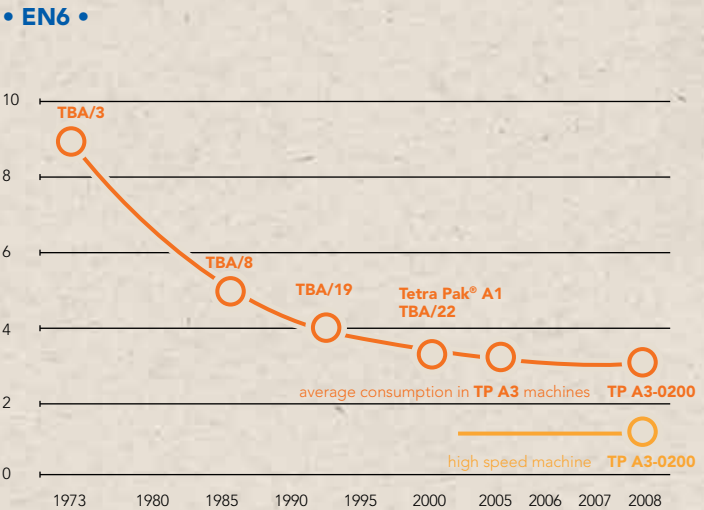
### Launches

Over the past two years, Tetra Pak has presented innovations in packaging, machinery and services that reflect the use of new technologies for processing systems. The aim is to quickly meet the demands from consumers (for greater functionality) and customers (for portfolio diversification and operating efficiency). The new products reinforce the company's commitment to developing sustainable solutions, ensure higher productivity and deploy cutting edge technology.

### Reduction in water consumption in filling machines



### Reduction in energy consumption in filling machines





# HOW TRACEABILITY WORKS



Every package has a unique product traceability identity code.

At the manufacture's website the consumer can access a restricted area for queries about the code.

By entering the code all information about how and where the food was produced is displayed.

The Active Traceability System was introduced in the market in 2010. The solution involves the most modern resources in terms of automatized information recording and productive chain control. The system collects data from all manufacturing stages – from receipt of raw material to distribution – and stores it in a code on the package. The data can be stored online for public access.

## Get to know the packages

**Aseptic Packages:** they keep food safe and fresh and help keeping its original flavour for at least six months with no refrigeration or preservatives, allowing for the preservation of colour, texture, flavour and nutritional value. They are provided in several shapes: Tetra Brik, Tetra Classic, Tetra Gemina, Tetra Prisma, Tetra Wedge, Tetra Recart and Tetra Evero.

**Chilled Packages:** they are ideal for products such as pasteurized milk, soy milk and fruit juices. They are provided in the Tetra Rex, Tetra Brik and Tetra Top lines.

**Food Packages:** the Tetra Recart technology was developed to pack solid foods in several size pieces and it is used today for over 100 products across more than 30 countries. Using this technology, food such as vegetables, beans, grains, soups and sauces can remain at the point-of-sale for up to 24 months because they are sterilized inside the long life package.

## Safe packages

Everyone in the food chain is responsible for guaranteeing that only safe products are placed in the market: the raw material producer, the product manufacturer, those in charge of storage and transport, and the supermarkets. And this challenge becomes bigger and bigger because of globalization.

Potential risks of contamination that were once restricted to specific regions of the globe can reach international dimensions these days. Food safety is at greater risk when food is handled, whether during production, filling or distribution. Tetra Pak packages were developed to ensure safety filling and transport of foods.

The aseptic carton package developed by Tetra Pak is produced using high technology and under strict quality standards, which guarantees to customers and consumers food protection and safe distribution of products, regardless of the distances that need to be covered.

In addition, the company has a policy for the identification and registration of products and services that includes the traceability of raw materials. Our major partners, such as Klabin, Braskem, Alcoa and CBA, are publicly renowned for respecting the best environmental practices.

The company also has its own food health and safety policy audited in an annual basis in conformity with the requirements by the US Food and Drug Administration (FDA), and it also follows the European criteria for food health and safety in accordance with the British Retail Consortium (BRC) standards.

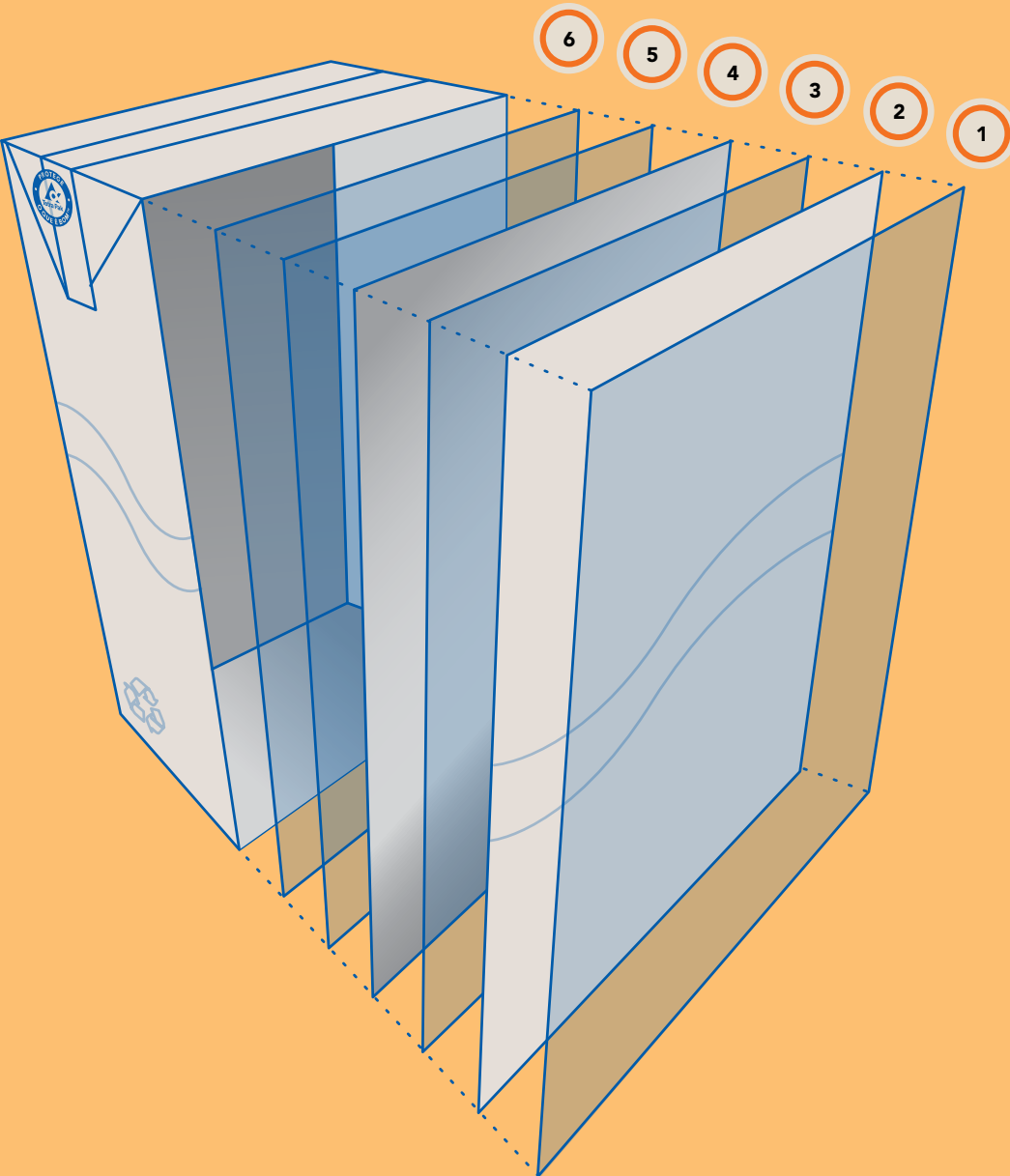
# THE LAYERS OF THE CARTON PACKAGE

100% recyclable, Tetra Pak's carton packages consist of six layers that protect the food from light, external moisture and microorganisms.

**Result:** the combination of these layers helps preserve the nutrients, the flavour and freshness of foods for longer periods of time, at the same time it saves energy because it needs no refrigeration before being opened.

The intelligent shapes of the packages make them easier to be carried, handled and stored and provide them with higher strength to falls.

**Result:** lower logistics and storage costs and reduced losses when handling the products.



- 1 Polyethylene protection against external moisture
- 2 Paper stability and resistance of the package
- 3 Polyethylene adherence layer
- 4 Aluminium barrier against external oxygen, smell and light
- 5 Polyethylene adherence layer
- 6 Polyethylene protection to the product



Responsibility for the products

• EN26 •

Tetra Pak's plants in Monte Mor (SP) and Ponta Grossa (PR) adopt the Integrated Management System (IMS) and they are both certified ISO 9001, ISO 14001, OHSAS 18001 and Food and Drug Administration (FDA) standards, and they are annually audited as a way of showing the company's commitment to quality, the environment, health and safety of the employees as well as food safety.

Storage and distribution of products and services follow internal standards which are in line with the market's best practices. The products are regularly assessed to ensure their applicability and approved in markets where health and safety are highly demanded, such as in Europe and the US, and they also fully meet the needs of the Brazilian market.

Tetra Pak Brasil also submits the packages to assessment by the Brazilian Health Surveillance Agency (ANVISA). In 2011, Total Migration and Specific Migration tests were carried out in conformity with resolutions RDC 51 and RDC 52 by Anvisa at the ITAL-CETEA laboratory. All products assessed passed the tests.

Year of certification	Ponta Grossa	Monte Mor
ISO 9001	2002	1996
ISO 14001	2002	1997
OHSAS 18001	2007	2007
FDA	2011	2011

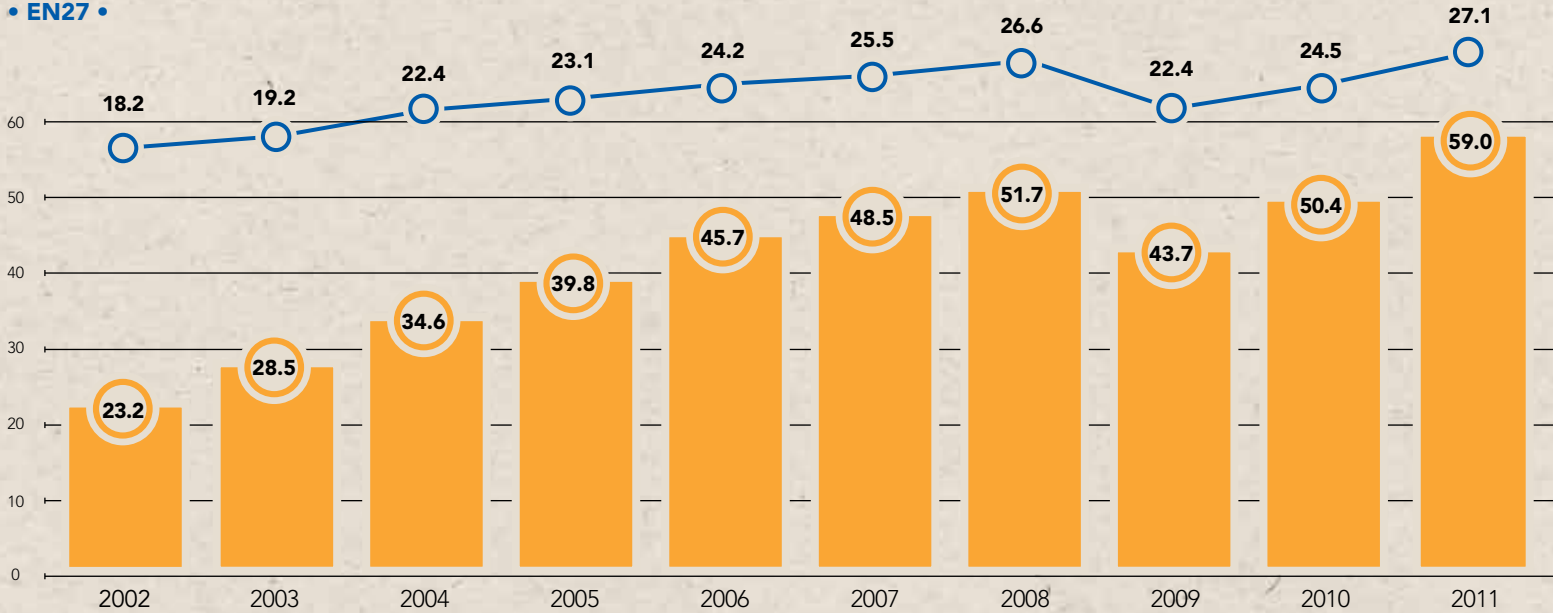
Post-consumption responsibility

Paper is the major raw material in long life packages, representing 75% of its total weight, followed by 20% low density polyethylene and 5% aluminium. Tetra Pak is aware of its responsibility for the reverse logistics of the products traded and, therefore, the company acts as a catalyser for the recycling chain all over the country, promoting the development of new technologies and recycled products, the increase in recycling installed capacity and the training of collectors' cooperatives. It all aims at making the recycling chain more sustainable and immune to market oscillations, as it happened during the economic meltdown in 2008-2009, when the price of recycled materials plunged, thus reducing the recycling rates.

Tetra Pak's packages are 100% recyclable. The company also invests in environmental education and awareness and provides technical support to stimulate recycling; through the Brazilian Business Commitment to Recycling (Cempre) Tetra Pak participated in the creation of the new National Policy on Solid Waste, recently approved of by the Brazilian Congress. These sorts of efforts have proven to be effective. After dropping to 22% during the financial crisis in 2008-2009, Tetra Pak's packages recycling rates recovered in 2010 reaching the historical mark of 24.5%, and 27.1% in 2011, which represents 59 thousand tons of post-consumption recycling.

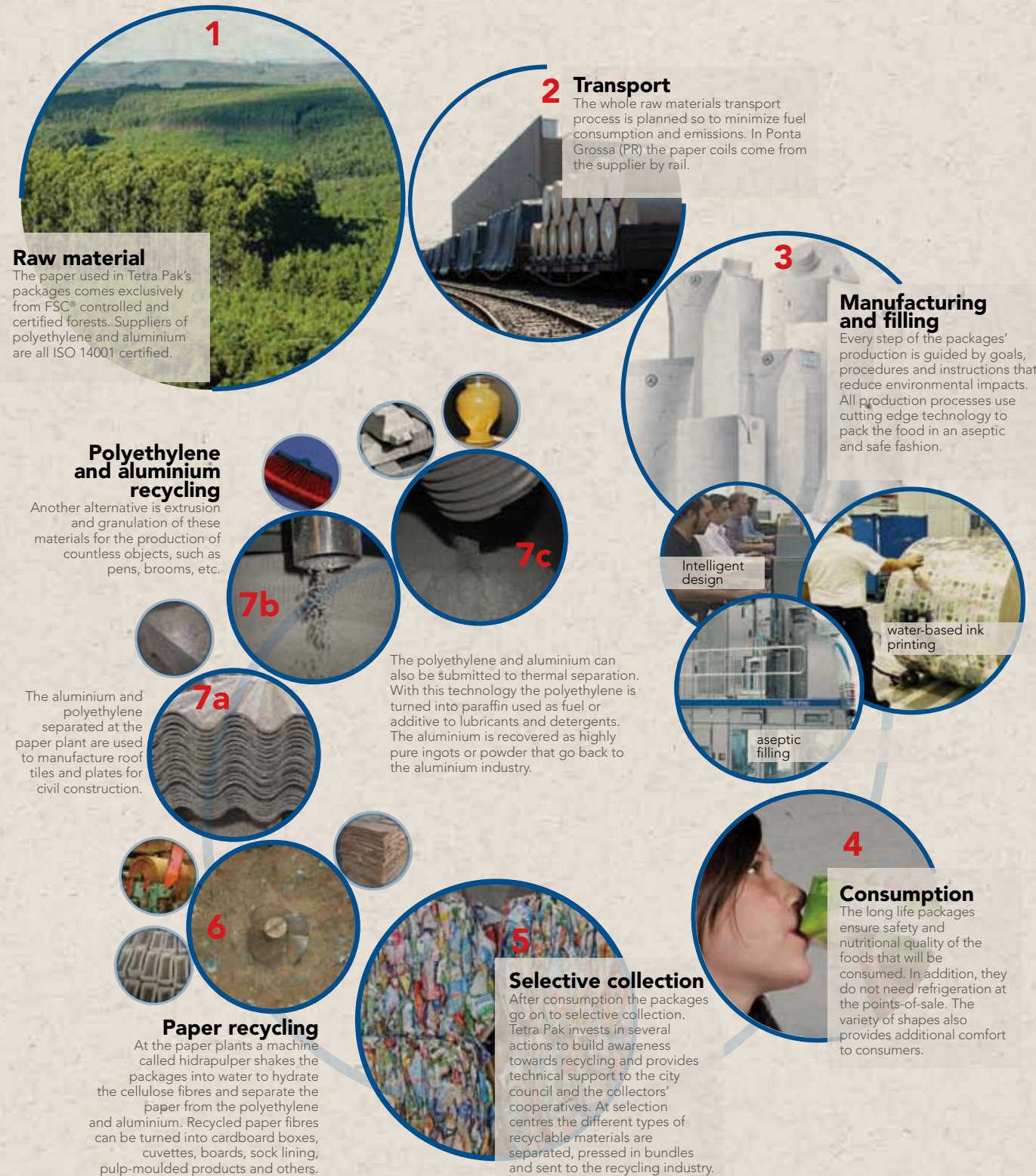
Post-consumption packages recycling rates

■ recycled volume . kton    ○ recycling rate . %  
• EN27 •



○  
PROTECTS WHAT'S INNOVATIVE

TETRA PAK'S PACKAGE LIFE CYCLE



○  
TETRA PAK SUSTAINABILITY REPORT 2010 | 2011



Recycling

Technologies and partnerships

Tetra Pak has developed one more method to recycle long life packages, turning them into pulp-moulded parts. The material replaces expanded polystyrene wedges (an oil sub-product) used for the transport and protection of electronic equipment, in cuvettes for seedling, etc.

There are three different processes to recycle polyethylene and aluminium: one of the choices is the manufacturing of roof tiles and boards by hot pressing the material. In 2010, Tetra Pak prepared, in association with the Brazilian Association of Technical Standards (ABNT), a voluntary certification for the roof tiles made out of the polyethylene and aluminium recovered from long life packages to ensure the quality and reliability of the product. A pilot project has been carried out at one plant that shall get the certification in 2012.

Another alternative is the production of polyethylene and aluminium pellets for the production of several objects such as pens, notebook covers, folders, removable flooring, waste baskets and others. The third process was developed in 2005 by Tetra Pak, in association with companies such as Klabin, Alcoa and TSL Environmental, and allowed for the full separation of the polyethylene and aluminium layers using thermal separation technology. The outcome of this process is aluminium ingots or powder (used for the production of metal paints or parts for the casting industry) and paraffin (used in the production of waterproofing materials and lubricants or as a raw material for the chemical industry).

In 2010 and 2011, Tetra Pak kept partnerships with 31 post-consumption long life packages recycling plants in Brazil in the following states: Bahia, Espírito Santo, Mato Grosso, Minas Gerais, Paraná, Pernambuco, Rio Grande do Sul, Santa Catarina and São Paulo.

An example of such partnerships was the implementation of a recycling plant for the separation of paper pulp from the post-consumption package and further sale to paper plants, added by the manufacturing of roof tiles and boards with the remaining polyethylene and aluminium. Supporting the recycling industry in the North-eastern region, Tetra Pak promoted a new business model in the region.

Another important partnership regarding the development of technologies took place at a recycling plant in the State of Santa Catarina that produces boards for sock lining and notebook covers, which require high-resistant long paper fibres. After the first contact and some developments, in 2010 the long life packages started being used as raw material. With Tetra Pak’s support, the recycler will soon see its installed capacity increase from the current 300 tons to about 1,000 tons of long life packages per month.

Encouraging selective collection

The work developed at the cooperatives is a crucial social pillar supported by Tetra Pak, because especially in developing countries, the waste collector’s activity is closely linked to social needs. By acting together with CEMPRE, the company encourages that collectors work in cooperatives and manage their organizations in a professional fashion, aiming at better conditions and business opportunities, strengthening its role as a provider of recyclable materials to the recycling industry. This is done by training collectors’ cooperatives, besides providing assessment and technical information related to the economic and environmental aspects of the activity, added value to products, and shared technologies.

Tetra Pak also furnishes materials to City Councils, supermarkets and other organizations to create Voluntary Delivery Points (VDPs). By establishing partnerships with customers and retailers there are now 240 VDPs supported by the company. The company provides a search tool to locate these recyclables’ collection points on the website [www.rotadareciclagem.com.br](http://www.rotadareciclagem.com.br).

Statistics of the Recycling Route website

Index	2010	2011
Visits	116,165	166,622
Page views	409,916	513,010
New visits (%)	84.93	82.99

To nourish the chain and promote new recycling businesses, Tetra Pak Brasil has a field team that visits collective selection initiatives (recycling cooperatives, chips and scraps plants, voluntary delivery points, etc.) to monitor the development of the sector by mapping the regions to identify needs and opportunities. People allocated in several municipalities in the country coordinate the local mapping activities.

These groups spread information about equipment, added value and productivity. In 2010, 2,177 entities were mapped, out of which 1,686 received long life packages. In 2011, the mapping reached 3,201 entities, out of which 1,804 accepted the package.

NATIONAL POLICY ON SOLID WASTE

First company in the packaging sector to be ISO 14001 certified, Tetra Pak Brasil has long been promoting the best environmental practices; it has also participated in the movement that led to the consolidation of the National Policy on Solid Waste enacted by the Brazilian President in August 2010. The company participated in that process through the Brazilian Business Commitment to Recycling (CEMPRE), a not for profit association dedicated to the promotion of recycling within the waste integrated management concept. Founded in 1992, the organization is kept by private companies from several sectors, including Tetra Pak Brasil.

Together with LIDE Sustainability, a group of business leaders, and the SOS Mata Atlântica NGO, CEMPRE activity was an example of how the chain manages to get together and transform the public policy. The National Policy on Solid Waste brings innovations such as shared responsibility between the chain, the public and private sectors and the society, besides proposing the reverse logistics of several materials, such as batteries, tires, electronic equipment and others.



Field support to identify new selective collection initiatives

- PE covers the whole North-eastern region
- GO covers the whole Mid-Western region
- MG
- RJ
- ES
- SP
- PR
- SC
- RS



# PROTECTS WHAT'S NATURAL

*Our business is to promote sustainability: Tetra Pak manages in a structured way the consumption of materials, energy, water and the emissions of pollutant gases, effluents and waste, to constantly reduce environmental impact. It also plays a crucial role for the sustainability of the chain, promoting and articulating selective collection and packages' recycling.*

Cintia Leme, employee







Monte More and Ponta Grossa plants reduced the consumption of materials in 2011.

João Victor and Pedro Augusto, grandsons of employee Sebastião Silva

In 2010, the Environment became Tetra Pak's fourth strategic pillar in the world, strengthening integration of the subject to the company's management.

ENVIRONMENT

PRODUCE  
MORE WITH LESS

Efforts for preservation

Tetra Pak keeps a Permanent Protection Area at its Country Club (Monte Mor, SP) that is home to several species of animals:

- 149 birds such as whistling ducks, southern lapwings, and thrushes
- 14 mammals such as hedgehogs, deers, and tamarins

The environment is part of Tetra Pak's business. In 2010, Tetra Pak established its commitment with the environment as the fourth strategic pillar of the company. The integration of the environment to its business represented a step forward inside the corporation, training people on sustainability, thus strengthening environmental projects and programs that are cross-related between the several sectors, from the shop floor staff to top executives.

MATERIALS  
• EN1 | EN2 •

Material consumed

	2011		2010		2009		2008	
	Monte Mor	Ponta Grossa	Monte Mor	Ponta Grossa	Monte Mor	Ponta Grossa	Monte Mor	Ponta Grossa
Paper (kton)	94	108	112	122	95	114	106	115
Polyethylene (kton)	22	24	23	25	21	23	24	24
Aluminium (kton)	6	8	6	8	5	8	5.5	7.5
Film (kton)	1.6	0	1.8	0	2	0	2	0
Ink (ton)	497	476	472	476	420	485	494	452
Pallet (pc)	159	139	145	117	140	122	156	131



According to regulations by the Brazilian Health Surveillance Agency (Anvisa), the use of recycled materials in the packages composition is not allowed. So, Tetra Pak tries to use the several products made from recycling the post-consumption long life packages, such as bags, business cards and envelopes, pens and other stationery. Gifts are also produced out of recycled plastic and aluminium. The paper cuvettes suppliers are encouraged by the company to use fibres from post-consumption carton packages in their production process.

Over these two years, Tetra Pak developed the edge protector made out of the polyethylene and aluminium recovered from the post-consumption packages, which is used these days by the carriers to protect the package coils during transport to the customers. This initiative prevents waste because this new edge protector can be reused (estimated durability of five years), while the previous one was disposed of after the first use.

ENERGY

• EN3 | EN4 | EN5 | EN6 | EN7 •

Total energy consumption at Tetra Pak in 2011 was 316,271 GJ, 6.48% higher if compared to the previous year. This increase results mainly from larger production (12 billion packages in 2011 against 11 billion packages produced in 2010). Even so, the ratio of energy consumption per unit was about 2% lower in 2011 compared to 2010.

Total consumption of indirect energy GJ		2011	2010	2009	2008
Monte Mor		157,947	140,640	125,525	136,099
Ponta Grossa		99,549	98,447	97,721	95,661
Subtotal		257,496	239,087	223,246	231,760
Total consumption of direct energy GJ		2011	2010	2009	2008
Monte Mor	LPG	36,109	25,514	33,135	36,516
Ponta Grossa	LPG	1,278	6,273	6,815	5,665
	Natural gas	21,387	22,110	19,106	17,488
	Petrol and diesel	1	46	69	56
Subtotal		58,775	53,943	59,125	59,725
Total consumption of energy GJ		2011	2010	2009	2008
Monte Mor		194,056	170,154	158,660	172,615
Ponta Grossa		122,215	126,876	123,711	118,870
Total		316,271	297,030	282,371	291,485

The major source of energy is hydroelectric with 257,496 GJ in the past year, representing 81.42% of the consumption in 2011. Liquefied Petroleum Gas (LPG) is the second largest source with 37,387 GJ (11.82%), followed by natural gas with 21,387 GJ (6.76%) and petrol and diesel with only 1.03 GJ. Besides low consumption of petrol and diesel, we can point out the decreasing use of LPG – no-renewable source – owing to improvements in conservation and efficiency that reduced this consumption in 6.42% over two years. In addition, the company received a certificate of provenance of the hydroelectric energy consumed, proving to come from renewable sources.

Having the Environment as a pillar for its businesses, every new package or equipment developed by Tetra Pak must be better in terms of water and energy consumption than the previous versions. The “Design for Environment” concept works solely to guarantee these requirements.

WATER

• EN8 | EN9 | EN10 | EN21 •

Tetra Pak invests continually in the improvement of processes and equipment, aiming at reducing the impacts of production on water consumption.

The water consumed in Ponta Grossa comes from public supply, so it is impossible to measure the impact of removing the water. Still, consumption dropped between 2010 and 2011, from 62,071 cubic meters to 50,697 cubic meters, a variation of 18.32%.

In Monte Mor, water comes from artesian wells but with no significant impact. Between 2010 and 2011 there was an increase of 14.53% in consumption, going from 71,241 cubic meters to 81,589 cubic meters.

Tetra Pak Brasil recovers water from atmospheric condensation. In 2010, 4,176 cubic meters of water were recovered from condensation, representing 5.6% of total consumption. In 2011 recovery totalled 5,357 cubic meters or 6.5% of the year consumption. In 2011 the company also started a project to reuse the water treated at its Effluents Treatment Plant in toilets, representing around 20 cubic meters reused per month. For 2012 the goal is to expand the number of places where water is reused.

EFFLUENTS

The effluents in Ponta Grossa are treated in aerobic process by activated sludge with filtration and disinfection by ultraviolet radiation and discharged into the Cará-Cará river. As for Monte Mor, the Effluents Treatment Plant uses the activated sludge method by long-lasting aeration, discharging the effluents into the local sewage system.

Discharge of sanitary effluents per unit m<sup>3</sup>

	2010	2011
Ponta Grossa	31,365	18,037
Monte Mor	29,507	29,916

ENVIRONMENTAL IMPACTS

• EN26 •

Environmental efficiency is the core to Tetra Pak’s strategy. The company works to increase performance by focusing on efficiency of resources, energy and waste.

Initiatives for the reduction of Tetra Pak Brasil’s environmental impacts

- Carry out tests to replace the solvent by water and soap in the pre-printing process
- Reuse water in toilets and for lawn/garden irrigation
- Reduce emissions of Volatile Organic Compounds (VOCs) by installing electrostatic filters in the laminators
- Use water-based ink
- The installation of the new laminator in Monte Mor reduced in 25% the consumption of energy and in 10% the consumption of LPG
- LED lighting in the offices at Monte Mor
- Effluent Treatment Plant fitted with filtering and disinfection equipment to improve the quality of the water in Ponta Grossa
- Composting of organic waste from the canteen and garden trimming in Ponta Grossa
- Installation of Voluntary Delivery Points at the Monte Mor and Ponta Grossa plants and at the Campinas office



EMISSIONS

• EN16 | EN17 | EN18 | EN20 •

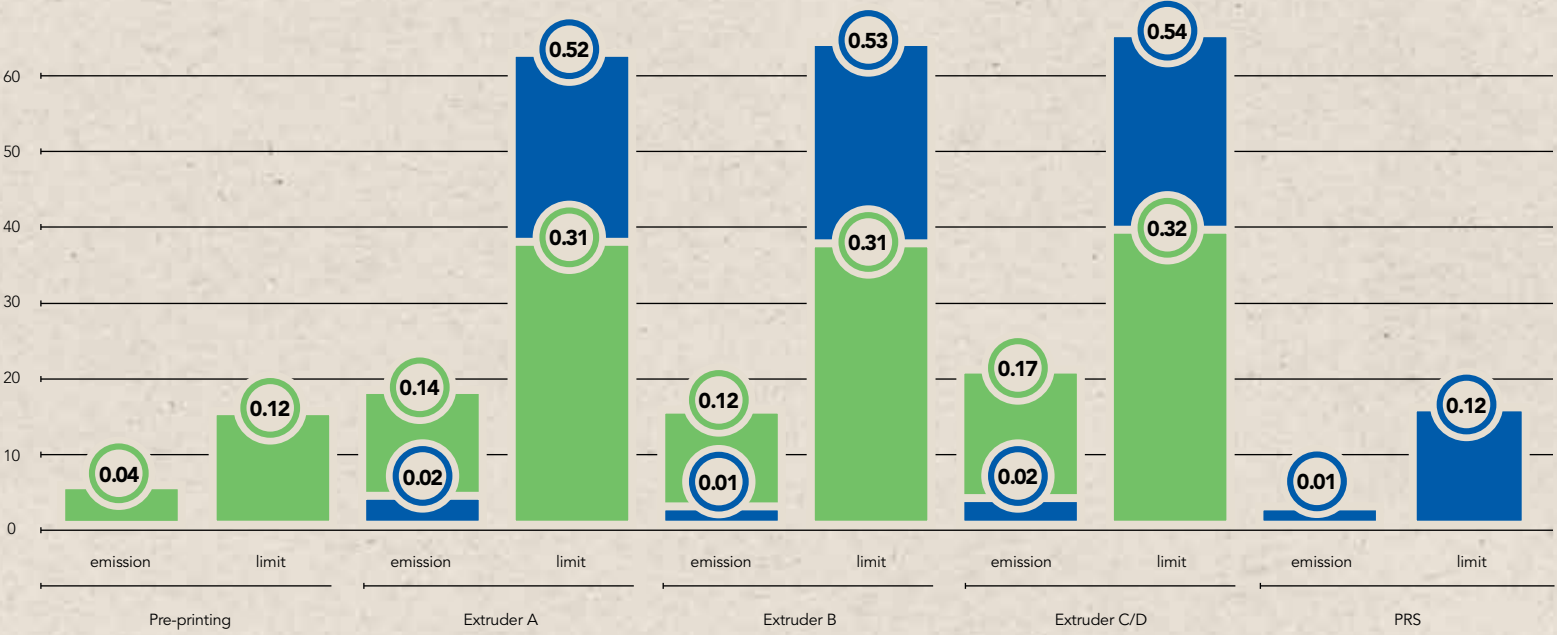
In 2011, with the installation of electrostatic filters in Ponta Grossa, the emissions rate – that were below the thresholds stipulated by law – dropped even more. Before the filters, emissions of Volatile Organic Compounds (VOCs) were 126 mg/Nm³, below the legal threshold (150 mg/Nm³). After installing the filters the figure went down to 65 mg/Nm³, a 48.41% reduction.

The reduction of emissions of particulate materials was even bigger, 70.59%, going from 34 mg/Nm³ to 10 mg/Nm³, while the legal threshold is 250 mg/Nm³. In 2012, the company will prepare the inventory of total emissions (plant, administration and suppliers) aiming at producing a historical series.

Tetra Pak Brasil has set the goal to prepare the Greenhouse Gases Emission inventory in 2012.

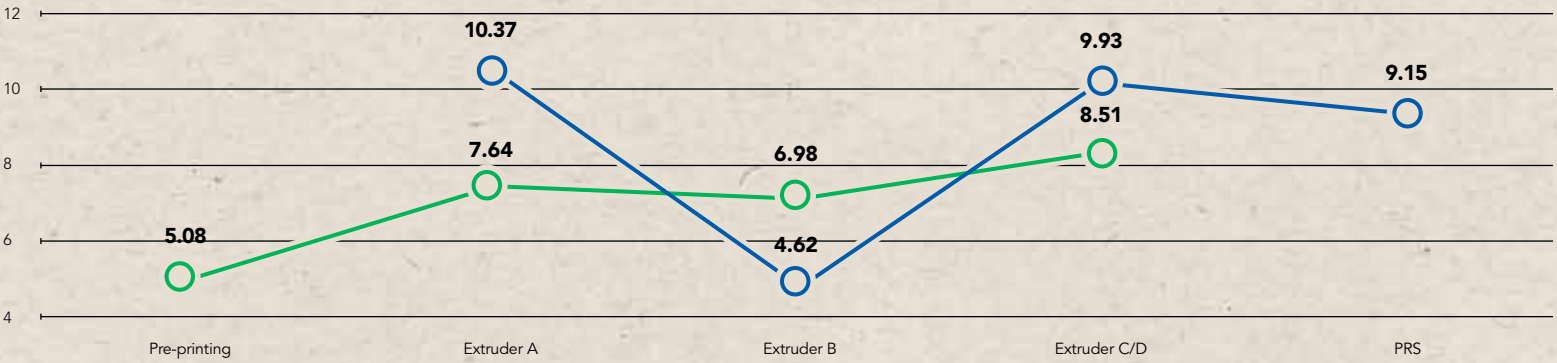
Pollutants in Ponta Grossa

■ VOCs ■ particulate material



Concentration limit in Ponta Grossa  
mg/Nm³

○ VOCs ○ particulate material





WASTE

• EN22 | EN24 •

All the company’s waste that is deemed hazardous is treated in Brazil, and there is no international transport thereof. In 2011, 1,582 tons of hazardous residues were sent to recovery against 930 tons in 2010. The increase in hazardous waste sent to energy recovery in 2011 occurred because the ink ultrafiltration system was shut down in 2011, which was restarted in December this year.

Waste disposal

Type	Method	Monte Mor		Ponta Grossa	
Non-hazardous waste		Weight (ton) 2010	Weight (ton) 2011	Weight (ton) 2010	Weight (ton) 2011
Cardboard	Recycling	10,682	10,768	102	188
Plastic	Recycling	1,045	1,071	28	76
Iron	Recycling	234	229	55	113
Aluminium	Recycling	54	78	24	12
Wood	Recycling	633	846	182	214
Soy oil (litres)	Recycling	1,680	1,440	-	1
Plant sweeping/trimming	Composting	266	237	-	-
Trimming (lawn and trees)	Composting	-	-	22	28
Organic waste (canteen)*	Composting	-	-	90	94
Water with ink residue	Biological treatment	1,666	600	-	-
ETP sludge	Biological treatment	697	793	174	158
Total		16,957	16,062	677	884
Hazardous waste					
Solvent	Recovery and reuse	263	367	357	370
Health service waste	Decontamination	0	0	-	-
Ink dross	Co-processing with energy recovery	327	900	528	609
Lubricant oil	Recycling	3	3	2	13
Bulbs (units)	Recycling	8,000	8,747	2	2
Photolithography	Recycling	-	-	54	54
Industrial towels	Recycling	40	43	35	33
Total		8,633	10,060	978	1,081

\*100% of organic waste generated in the canteen is sent for composting.

PROTECTED AREAS

• EN11 | EN13 •

As Tetra Pak is aware of the need to preserve the environment, it keeps at its Country Club in Monte Mor, in the State of São Paulo, a forest protected area that ten years ago was a region degraded by a brick factory. Today, after planting thousands of native trees it is home to hundreds of species of birds and other animals. Besides the courts, pitches, changing rooms and pools, the club counts on a Permanent Protection Area (PPA), a lake and a reforested area with native and exotic trees and plants.

A study carried out by the University of Campinas (UNICAMP) in 2011 points out that the club receives 149 species of birds annually, and 12 new species are found per month on average, and there are signs that new species are still to be found. Among others, the club is home to whistling ducks, picazuro pigeons, wild ducks, cormorants, tiger herons, jabirus, little wood rails, southern lapwings and several other species of swallows, thrushes, humming-birds, herons, pigeons and hawks. Among reptiles and amphibians, toads, frogs, boidae, bothrop and helicops snakes, geckos, lizards and even a broad snouted caiman have been spotted.

Fourteen different species of wild mammals have been registered as well, such as wild dogs, jaguarondis, otters, ferrets, raccoons, capybaras, river rats, hedgehogs, opossums, armadillos, deers, hares and tamarins. Of those, the hedgehog, the opossum and the river rat live in the place. The other species registered use parts of the club as hunting territory or passage. The Capivari River and the huge number of birds that explore and nest in the area may be the reason for the presence of carnivorous animals such as the wild dog.

The presence of such a variety of species of mammals, many of which are not expected to live in a region so near Monte Mor urban area, and far from the remnants of the rainforest and savannah, emphasizes the importance of Tetra Pak’s club.





# PROTECTS WHAT'S HUMAN

Ludmila Borba, daughter of  
employee Claudemir Borba

*Our business is always done in partnerships: at Tetra Pak, success is the result of teamwork and, therefore, the company works for the promotion of the whole value chain, from the suppliers to the recycling industry, going through customers, retailers and consumers. Open dialogue with unions and the government is also valued and integrated to the daily routine of the company.*







The policy for stakeholder's relationship for countries in Latin America and Caribbean is led by Tetra Pak Brasil.

Tetra Pak keeps good relationships with its value chain promoting the exchange of experiences, knowledge and technology – aiming at supporting sustainable management of the company's businesses.

STAKEHOLDERS

VALUE  
RELATIONSHIPS

Share accomplishments

- 85% of its customers were rated highly loyal by the 2011 satisfaction survey
- 36 thousand people were trained by the Zero Waste Project last year
- 240 Voluntary Delivery Points, in association with customers and retailing chains, enhance recycling in the country

One of the pillars of Tetra Pak's relationship policy is to protect what is human. For that purpose, the company adopts several measures and constantly monitors the sector, consolidating its social responsibility. The company is committed to initiatives that promote human rights, citizenship and environment preservation.

RELATIONSHIP WITH STAKEHOLDERS

• 4.14 | 4.16 •

Tetra Pak keeps good relationship with suppliers, customers, retailers, consumers, the government and the society because it believes the whole value chain is important to exchange experiences, knowledge, and technology. These liaisons influence and allow for the creation of the environment to manage the business in a sustainable fashion.

For Latin American and Caribbean countries, the policy for relationship with stakeholders is conceived and led by Tetra Pak Brasil. The goal is to establish links with these stakeholders, helping to manage the business in a sustainable fashion.



Aginaldo Silva (employee), with his wife Patricia and son Giovane



Interaction chart

• 4.16 •

Employees:

- Conduct management: two Ombudsman channels available: A palavra é Sua (The Word is Yours), for suggestions and complaints as a whole, and Denúncia (Reporting), to anonymously report behaviours that violate the Code of Business Conduct
- Shared Services Centre in the Human Resources department (HR direct), with professionals available to see the employees
- Annual engagement survey
- Health, Safety and Environment Integrated Management System
- Programs to foster health and quality of life
- Package recycling program
- Open doors and transparency (both the Board and the Presidency are open at all times. Employees have full access by e-mail or onsite)
- Programs for communication face-to-face with the Board or the Presidency: Você Sabia and Café com o Presidente (Did you Know and Breakfast with the President)
- Award programs for initiatives (Tetra Pak Excellence Awards)
- Internal communication channels: Intranet (Orbis), magazine delivered at employees' home every other month (Tetra Pak Acontece)

Suppliers:

- Suppliers assessment process

Customers:

- Annual customer satisfaction survey
- Customized service
- Information on market trends
- Newsletter *Tetra Pak Inbox*, published monthly on Tetra Pak's Brazilian website. It brings information on major trends in the food production value chain, besides news on the company's research, innovations and launches
- *Tetra Pak Magazine*: published twice a year in nine different languages; it is available in 170 countries and is coordinated by the corporate team at the headquarters (Sweden)

Retailers:

- Zero Waste training program on packages' handling and storage

Consumers:

- Ombudsman Channel (falecom) available on the internet
- Blog [nutricaoopraticaesaudavel.com.br](http://nutricaoopraticaesaudavel.com.br), with hints on nutrition and healthy diets. The blog also counts on a fan page on Facebook ([www.facebook.com/nutricaoopraticaesaudavel](http://www.facebook.com/nutricaoopraticaesaudavel)) and a profile on Twitter ([twitter.com/praticasaudavel](http://twitter.com/praticasaudavel))

- Recycling Route Fan Page and Twitter – Recycling Route news channel on Facebook [www.facebook.com/rotadareciclagem](http://www.facebook.com/rotadareciclagem) and a profile on Twitter [www.twitter.com/rotadareciclagem](http://www.twitter.com/rotadareciclagem)

Government and society:

- Program to support institutions
- Relationship with unions
- Incentive to sports and cultural activities by sponsoring events
- Support to study programs at universities
- Support to selective collection and recycling initiatives
- Campaigns in favour of low income communities
- Environmental education programs
- Milk donation through the website [nutricaoopraticaesaudavel.com.br](http://nutricaoopraticaesaudavel.com.br)

Press:

- Press releases, press advisory and image database available on [www.tetrapak.com/br/sobre\\_a\\_tetra\\_pak/imprensa](http://www.tetrapak.com/br/sobre_a_tetra_pak/imprensa)

SUPPLIERS

• HR2 •

The company promotes innovation of the product and protects the quality of the materials in association with its suppliers, which must meet ISO 14001 requirements. In addition, Tetra Pak uses the global “Supplier Evaluation” program to assess the suppliers in several aspects, from the quality of the products to the internal conditions of their facilities and their labour, hygiene and social-environmental practices. On the other hand, the company uses the global “Customer Evaluation” program to be assessed by them as a customer regarding its commercial attitude, estimates and information assertiveness, attention to suppliers and reliability regarding the company's purchases. The surveys are carried out on a quarterly basis, and the results are sent straight to the headquarters in Sweden, where they are published internally. The “Supplier Evaluation” results are disclosed to all suppliers. For Tetra Pak the relationship with the suppliers is a two way road, working together to promote product quality and innovation. Tetra Pak is assured to have partners who work with top quality materials and services and consequently it contributes so they can grow and win new customers.

All Tetra Pak's raw material suppliers have long been the company's partners and most of them are global. They are all leading companies in their sectors and are highly engaged to environmental and social issues.

For the supply of aluminium foils, the company counts on partnerships with Alcoa and Companhia Brasileira de Alumínio (CBA). Both of them are seriously committed to the environment and social development. Braskem, Tetra Pak's partner for the supply of thermoplastic resins is the leading petrochemical in Latin America and one of the 34 companies that are part of the Entrepreneurial Sustainability Index (Índice de Sustentabilidade Empresarial (ISE)) from BM&FBOVESPA.

After seven years of joint research with Braskem, the company's supplier of polyethylene for the production of packages, Tetra Pak launched in 2011 the first cap made out of polyethylene from sugar cane ethanol, 100% renewable source, with no difference in terms of quality compared to the traditional plastic cap (made out of fossil fuel). It is one of the innovations that make Tetra Pak Brasil a role model for the group.

This launch is a milestone in the use of this material in the food carton packages industry. From 2012 onwards, all the StreamCap screwing caps used on carton packages will be produced using “green polyethylene” in Brazil.

All cardboard used by the company to produce packages is Forest Stewardship Council (FSC®) certified, ensuring that the raw material comes from forests that are managed in a responsible manner. This certification covers the three dimensions of sustainability, ensuring operations that are environmentally correct, socially fair and economically viable.

It allows for the monitoring of the whole chain involving the production of paper for the package, from planting the tree to the final product.

Since June 2008, the certification seal has been printed on the packages produced by Tetra Pak plants in Monte Mor and Ponta Grossa that use certified paper supplied by Klabin. The insertion of the seal on the packages is made as requested by the customers and it has been growing more and more, showing the interest they have in conveying their commitment to environmental issues. 6.82 billion packages were produced with the certification seal in 2011 compared to 4.96 billion in 2010. Currently, the Brazilian operation responds for 40% of Tetra Pak's packages bearing the FSC® seal in the world.

Agreements

Tetra Pak has specific clauses in all agreements executed with suppliers to guarantee respect for human rights. For strategic suppliers the company counts on audits and monitoring of the quality, environment, health and safety processes at the units.

To guarantee compliance with the legislation and respect for Human Rights, the company requires that all agreements include a clause to prevent the use of child labour and other similar practices. Employees' safety is also part of the agreements and this is checked during regular visits to the suppliers; the frequency depends on the size of the company, being them annual, twice a year, or even whenever the agreement is renewed. As a whole, small manufacturers are deemed the riskiest. In case of occurrence of violations, the supplier is excluded from the list of Tetra Pak's partners.

Milena and Vinicius, children of employee Reginaldo Vieira





Márcio Duarte,  
employee

## CUSTOMERS

### • PRS •

The customers are Tetra Pak's driving force. The company believes its customers' success reflects directly in its results. By protecting its products, the company becomes its customers' partners and works to promote its businesses providing information on market trends, promoting annual satisfaction surveys and offering customized service.

To build an even closer relationship, the company offers full support to its customers, during the whole production process, from formulation of new products and development of processing and filling systems, to guidance on transport of final product through the distribution channels.

This Market Advisory includes information on trends, which helps in the assessment, feasibility and attractiveness of the product and the definition of the target public. The service also offers marketing and package design support. Aided by an independent consulting firm Tetra Pak annually carries out Customer Satisfaction Surveys with a public representing 70% of the company's sales. The method used was developed by Tetra Pak and it has been improved every year with suggestions from the survey managers, the local consulting firm that carries out the survey and the customers. Interviews

with customers are onsite or by telephone and there are specific questionnaires for the strategic contacts at the customer and those who relate to Tetra Pak in the Purchase and Supply, Production, Technical Service, Engineering and Marketing departments. The results are assessed internally and used to prepare plans of action. The improvement actions are regularly reported to customers.

The results point at continuous improvement. The Customer Loyalty index that reflects customers' loyalty and reliability exceeded 83% in 2008, went up to 85% in 2010 and 90% in 2011. In 2009 the survey was not carried out so the calendar could be adjusted to the company's strategic plan.

## Retailers

Tetra Pak, using the Zero Waste program, builds awareness and teaches the retailers' employees about the best practices of palletizing, handling, transport, storage and display of the brand's packages.

Good presentation of the packages at the point-of-sale increases sales and guarantee the product's integrity and quality for the consumer and less waste for the retailer. Over the past four years, over a hundred thousand people have done the course that is offered at no cost. The content of the program includes institutional information about Tetra Pak as well as information on sustainability and best practices for handling and storage and the importance of reducing waste owing to logistics problems.

In 2011, the Zero Waste program trained more than 36 thousand people, including 5 thousand employees of Tetra Pak's customers from Production, Stock, Distribution, Dispatch, Quality and Marketing departments. The remaining participants included supermarkets, wholesalers and distributors' employees, promoters, managers, and coordinators of stores and categories.

## Consumers

To make environmental awareness concepts reach all consumers, Tetra Pak Brasil keeps a contact channel with the public in the internet ([www.tetrapak.com/br/contato](http://www.tetrapak.com/br/contato)), besides a blog with hints on nutrition and healthy diet ([nutricaoopraticaesaudavel.com.br](http://nutricaoopraticaesaudavel.com.br)), including a fan page on Facebook and a profile on Twitter.

It also keeps the Environmental Culture Portal at Schools ([www.culturaenvironmentalnasescolas.com.br](http://www.culturaenvironmentalnasescolas.com.br)), launched in 2009 and focused on Elementary school students and teachers. The portal brings content developed along 12 years of the project, including topics such as environmental education and citizenship and the benefits of waste selective collection and recycling. In addition to an exclusive area for teachers – with hints to put those topics into practice in the classroom – there are educational games, videos and suggestions of workshops and activities.

Another tool is the Recycling Route portal ([www.rotadareciclagem.com.br](http://www.rotadareciclagem.com.br)). The website uses Google Maps search tool to locate the Voluntary Delivery Points (VDPs), cooperatives and shops that receive or buy long life packages and other recyclables. Besides the internet services, Tetra Pak also developed an application for mobile phone. Now, the service is available as an application for iPhone and iPad.

The initiative to join sustainability and technology should help consumers to find selective collection points. The application can be downloaded for free at the Apple Store ([itunes.apple.com/md/app/rota-da-reciclagem-tetra-pak/id483224874?mt=8](http://itunes.apple.com/md/app/rota-da-reciclagem-tetra-pak/id483224874?mt=8)). The objective is to facilitate access to this information and increase the volume of long life packages recycled.

## EMPLOYEES

After Sweden, the headquarters, Tetra Pak Brasil is the major talents exporter in the group. The employees are innovators, pioneers and a reference to other markets of the company. For this reason, Tetra Pak Brasil thrives to rank among the best companies in the country to work for.

In 2011, the company launched OneHR, which gathers administrative internal services – Human Resources, payment and administrative processes – to all countries influenced thereby, with service rendered in Portuguese, English and Spanish. In a scale of 5 points, the centre has an average evaluation of 4.1.

With administrative centralization, the company guarantees to focus on employees of the units in the analysis of the strategy of the areas and the monitoring and evaluation of talents, services and performance, besides carrying out action plans, improving even more the productivity rates.

The company keeps a health, safety and environment Integrated Management System as well as programs towards health and quality of life. The relationship between the company and the employees is measured by carrying out annual engagement surveys.

Open doors and transparency are very important and every employee has access by e-mail or onsite to both the Board and the Presidency, which can also be reached through the face-to-face communication program. The company keeps two Ombudsman channels to employees: A Palavra é Sua (The Word is Yours), for suggestions and complaints in general, and Denúncia (Reporting), for anonymously reporting behaviours that violate the company's Code of Business Conduct.

In 2010 and 2011, Tetra Pak Brasil participated in the *Guia Você S.A. Exame* – the 150 Best Companies to Work For survey, ranking in the list in both years. The survey is the result of a study conducted in association with Editora Abril and the Fundação Instituto de Administração (FIA) from the University of São Paulo. Out of the 542 companies registered, 225 were selected to receive visits from journalists based on the assessment of practices and questionnaires answered by employees. Out of those, the best 150 were listed in the annual publication. This recognition is, above all, an incentive for the company to continue listening to its employees, improving its processes to guarantee the engagement and happiness of employees, both essential for the success of businesses.



HR Policy

• LA4 | LA5 | HR5 •

The company’ human resources policies and practices foster free association and collective negotiation, supporting meetings to decide on working hours, participation in cooperative, plant commission and Internal Commission for the Prevention of Accidents (CIPA). The collective negotiation agreements executed include 100% of the employees. Operational changes are notified four weeks in advance.

Employees’ profile

• LA1 | LA2 •

Number of employees per type of job	2010	2011
Board of Directors	30	34
Management	124	128
Head of department/coordination/supervision	117	138
Administrative	341	372
Operating	572	610
Technicians	289	329
Outsourced	686	650
Number of employees per type of agreement	2010	2011
Interns	42	24
Trainees	2	2
Part-time	0	0
Number of employees per region	2010	2011
Southern region	332	362
South-eastern region	1,081	1,177
Mid-western region	32	38
North-eastern region	30	36
North region	0	0
Turnover rate per gender (%)	2010	2011
Male	86.0%	89.0%
Female	14.0%	11.0%
Turnover rate per age (%)	2010	2011
Under 30	37.0%	41.0%
From 30 to 50	55.0%	53.0%
Over 50	8.0%	6.0%
Turnover rate per region (%)	2010	2011
Southern region	12.0%	10.5%
South-eastern region	5.2%	8.5%
Mid-western region	3.1%	10.5%
North-eastern region	0.0%	2.8%
North region	0	0

Pedro Bizzo, employee



Trainee

Besides the interns and trainees’ programs under course, the company will start in 2012 the program for the acceleration of talents that aims at supplying internal production needs, and gathering all training programs in one (English, international courses at Tetra Pak Academy, development of leaders, technicians and engineers and specific courses).

Benefits

• LA3 | LA11 •

Tetra Pak offers medical assistance to the dependants without any cost for the employee, dental care and reimbursement for expenses at drugstores. Moreover, it offers monthly basic food supplies, Christmas gift baskets, children’s kits to all employees and free meals and transport to employees located in Monte Mor (SP) and Ponta Grossa (PR). All these benefits are also offered to apprentices under 18 years old. The interns get stipends, medical assistance and support for meals and transport.

Tetra Pak partly reimburses costs with continued education, such as languages, graduate and post-graduate courses provided the employees’ professional performance is adequate and the course is related to their job description.

Tetra Pak’s Pension Plan covers retirement, benefits for impairment or pension for death, minimum benefit and the modalities applied in case of dismissal. The company’s pension plan is based on fixed contributions: the employees can choose to contribute with 1% to 4% of their salary as basic contribution, and additionally with 1% to 8% as voluntary contribution, being 12% the highest percentage for the employees’ contribution. For employees with a salary higher than 18 social welfare units (UP’s) and for employees who choose for the basic contribution and have salaries higher than 12 UP’s, the employer contributes with 50%.

Training and development

• LA10 | LA12 •

There were 97 scholarship holders for continued education in 2010 and 85 in 2011, representing incentives amounting to BRL343,730 and BRL256,418, respectively.

In addition to the training initiatives, Tetra Pak assesses the performance of 100% of its employees on a yearly basis, contributing for the development of their careers.

Employees’ training

	2010			2011		
	Total credit hours	Employees per category	Hours per employee	Total credit hours	Employees per category	Hours per employee
Behavioural	7,031	477	14	8,874	1,121	14
Technical	30,155	1,491	20	12,244	841	16
International	3,630	73	49	101	6	15
Safety	10,528	1,369	7	9,264	595	236
Further education and languages	79,200	276	286	74,350	314	14
Total	130,544	1,572	83	104,833	1,488	70



Occupational Health and Safety

• LA7 | LA8 | LA9 •

Tetra Pak exercises freedom of action regardless of any agreements with unions. It cares about the employees' individual and collective safety developing regular actions and campaigns.

Following a strategic decision by Tetra Pak, the Safety pillar is currently reviewing and reinforcing the use of the Proteção (Protection) safety tool, previously known as Podar. The action was also extended to all the company's plants and offices. By implementing this tool the goal is that every employee receives training and become aware on the importance of accident prevention.

With this initiative, the company moves from using a reactive indicator, which focuses on corrective actions, to a preventive indicator, to avoid the occurrence of accidents at the plant. Adoption has been comprehensive, although training has not yet reached all employees and service providers. Training shall be resumed just after the Internal Week on Workplace Accident Prevention (SIPAT). The SIPAT is an annual event that counts on a very creative schedule to build awareness towards accident and ill-health prevention.

In both industrial plants several campaigns are carried out on a regular basis to promote health and safety, as well as the SIPAT that happens annually. In 2010, there were specific actions such as Carnival campaign, Defensive Driving and the Accident Prevention Day. In 2011, the highlights were the Carnival campaign, the Health Week and the Guardian Operation.

Occupational Health and Safety indicators

	Monte Mor	Ponta Grossa
Accidents with over 15 days leave	2	3
Accidents with less than 15 days leave	2	1
Accident without leave	2	3
Occupational ill-health	0	0
Number of working days missed	31	49

SOCIETY

• EC8 •

Voluntary Work

The Voluntary Committee created at the Monte Mor (SP) plant consists of representatives from several departments, organizes, among others, campaigns such as “Warm Clothes Campaign”, food donation and “Make a Child Smile” campaign, to aid low income communities and charity institutions.

Milk donation

Since 2001, Tetra Pak supports the Donate Milk campaign. For every hit to the blog nutricaoopraticaesaudavel.com.br, 50 millilitres of long life milk are donated to a chosen charity. For details about the donation visit the blog.

Dreaming of a Hunger-free Christmas

Since 2005, Tetra Pak participates in the food collection campaign Dreaming of a Hunger-free Christmas, an initiative from Ação da Cidadania contra a Fome, a Miséria e pela Vida (Citizenship Action Against Hunger, Poverty and for Life). To participate, the donator visits the website www.tetrapak.com.br and sends a virtual Christmas card to their friends, relatives or workmates. For each card that is sent, the company delivers 1 litre of long life milk to be part of basic food supplies that are distributed around the cities of São Paulo, Campinas and Ponta Grossa. In 2010 and 2011, 33 thousand litres of long life milk were donated.

Parmegiana Festival

The 5<sup>th</sup> Parmegiana Festival organized by Tetra Pak's Voluntary Work Committee in Monte Mor reached, once again, a huge number of participants. 233 invitations were sold for BRL25.00 each. Out of the amount raised (BRL5,825.00), the Committee profited 85%, which was sent to Monte Mor's elderly home, benefiting 33 elderly residents.

Disaster relief

Committed to the environment and to the society, Tetra Pak supports programs for disaster relief all over the world and accepts visitors at its facilities so they can get to know the quality of its products and services in a transparent fashion.

Social-environmental responsibility

Environmental education

After 13 years in place, the Environmental Education Project was reformulated in 2010 owing to growing demand. Besides distributing 4.5 thousand educational kits, we created the Environmental Culture Portal at Schools (www.culturaenvironmentalnasescolas.com.br), with games, teachers' room, news and technical articles.

Even after so many years the project still receives new material. An example of that is the film *Carbono Metano*, produced with funds provided by the Rouanet law (tax incentive), aimed at producing a series for every region in Brazil, just like the episodes *Amazônia* (launched in 2011) and *Cerrado* (next film to be released).

The project also counts on teachers' workshops. In the municipality of Breves, Marajó island (PA), a partnership with the No Olhar NGO allowed state school teachers to participate in Teaching Workshops promoted by Tetra Pak. During the workshops, 40 teachers were instructed on how to work these topics in the classroom and also received the environmental education kit containing handbooks, books, videos, posters and a magazine. The action contributed to the education of over three thousand elementary school children. In the municipality of Jarú (RO), in 2010, the workshop counted on 42 participants in association with the Municipal and State Education Departments, and representatives from the newly-created Municipal Environment Department do Environment.

Biodiversity protection

Founded in 1987, the Associação Mata Ciliar (Riparian Forest Association), an entity based in the municipality of Pedreira (SP) and with units in Jundiá and Águas de Lindoia (SP), has been receiving recycled roof tiles and boards from Tetra Pak to build cubicles and equipment to monitor animals. The entity develops activities for environmental preservation and is a role model in animal rehabilitation with the Wild Animal Rehabilitation Centre and in research with the Brazilian Centre for the Preservation of Neotropical Felines.

• Protecting Life in the Amazon Project:

In December 2011, Tetra Pak, in association with the Associação Amigos do Peixe Boi NGO, organized an environmental education expedition along the Uatumã river, a tributary of the north bank of the Amazon river (AM). The goal is to take information regarding preservation of the local fauna, especially the manatees, to around 26 riverside communities where over 8,000 people live. The action is coordinated by a group of experts from the Centre for the Preservation and Research of Aquatic Mammals of Vila de Balbina (AM) and lasted 15 days. To support the initiative, Tetra Pak provided a regional boat totally fitted to meet the needs of the team that organized lectures and fun activities to all sorts of audiences, focusing on building awareness among children. In addition to the message of the importance of preserving the manatee, the groups handed out handbooks and leaflets on the importance of treating waste in the right way to avoid contamination of the rivers.



- **Supermarket boat:** On a supermarket boat kept by Nestlé that navigates across the Belém (PA) region, Tetra Pak installed a voluntary delivery point for recyclables, with an environmental educator that visits the riverside schools. The initiative started in 2010 with basic information and by the end of 2011 it included information about recycling and other environmental education actions.

**Culture education and sports**

- **Cinema (Re)Cycle:** It is an itinerant event that promotes the free showing of national films aiming at promoting the importance and benefits of recycling for the community; the Cinema (Re)Cycle shows films at squares in the cities around Brazil, promoting recycling workshops for children. In 2011 about 20,000 people and 28,000 children benefited from the program. The project visited 40 municipalities in the Mid-western region. Since its launch in early 2007, the project has already visited over 210 municipalities all across the country.

- **Environmental Scene:** The Environmental Scene Project provides itinerant theatre for environmental education. The goal is to take culture, leisure and environmental awareness by using puppet shows. It also conveys hints and simple teachings that help children and their families to understand the importance of selective collection, recycling and environmental preservation.

During 2011 this new initiative by Tetra Pak was performed in 80 municipalities in the Southern and South-eastern regions in Brazil, promoting integration of school communities, treating the sustainability issue in a playful way, and spreading information of utmost importance about this issue to those regions visited.

To make the action fit the local realities a producer visits the municipalities in advance and gets in touch with the main state schools, public bodies and private institutions to show them details about the project. Entities responsible for waste collection and disposal, as well as collectors' cooperatives are also surveyed.

The performance is an interactive, funny story based on education, environment, teachings and hints for children. The performance consists of a group of artists and puppet and marionette manipulators playing the role of several characters, such as the parrot, the toucan, the macaw, and the owl.

Every child participating gets an interactive handbook summarizing the performance, containing several didactic and interactive games about the topics presented and a pen made out of plastic-aluminium recycled from Tetra Pak packages.

- **Urban Sculptures Project:** It offers art, architecture and design students the opportunity to develop sculpture and 3D artwork projects from recycled materials. This is the goal of the Urban Sculpture Project that was supported by Tetra Pak. In 2011, the event took place at Victor Civita Square in the city of São Paulo, which is a space dedicated to the discussion of environmental and nature preservation issues.

Through art, Tetra Pak encouraged thinking about sustainability by showing an exhibition about the Brazilian contemporaneous artistic production diversity. Besides the audience at the square, the website was visited 22,045 times. The project was carried out in association with the Verdescola Institute.



*Incentive to Sports*

*Over the past few years, Tetra Pak has also consolidated its policy to promote sports, which represents a great opportunity for social insertion. The company supports actions to build environmental awareness to several audiences. In addition, Tetra Pak Open Tennis was created to associate sustainability, which is strongly present in the company's corporate conduct, with sports and quality of life. During the tournament, besides promoting selective collection and installing a voluntary delivery point at the club, Tetra Pak provided participants with a demo of the process to recycle long life packages and environmental education actions especially aimed at children. The games held in Campinas (SP) were broadcasted by the BandSports channel and received journalistic coverage. Shaped as a men and women international professional tennis tournament, the competition distributed prizes and counted points for world ranking. National and international players participated in the 2011 tournament, which was supervised by Association of Tennis Professionals (ATP), together with International Tennis Federation (ITF) and Brazilian Tennis Confederation (CBT).*



GOVERNMENT

• 4.12 | 4.13 | EC4 | SO5 | SO6 •

Tetra Pak is associated to social-environmental entities such as the Ethos Institute and it is one of the founders of CEMPRES, whose principles keep full synergy with the company’s Mission, Vision and Core Values. It is also associated to the American and Swedish Chambers owing to the importance and representativeness of these bodies.

**CEMPRE (Brazilian Business Commitment to Recycling):** Tetra Pak is one of the founders of the Brazilian Business Commitment to Recycling, a non for profit

organization formed in 1992 by around 30 companies aiming at promoting recycling within the concept of integrated waste management and building awareness in the society of the importance of the reduction, reuse and recycling of solid waste. It is the most important association addressing this issue in Latin America.

**Global Compact:** signatory of the Global Compact, proposed by UN in 1999. It gathers companies, UN agencies and the civil and entrepreneurial society to support ten principles in the areas of human rights, work, environment, and corruption prevention.

Tetra Pak has no operations or agreements with any state company. Several policies – such as the Code of Business Conduct, the Anticorruption Policy, the Policy on Supplies and the Policy on Gifts – provide transparency of the relationships between the company and government officials, and it is unacceptable to receive payments, hospitality or other advantages that may influence a decision, create a dependent relationship, or that cannot be made public. The internal instruction is to discuss in advance with senior management and co-workers before accepting gifts, payments, benefits or hospitality.

Tetra Pak is a member of the Linha Azul project by the Brazilian IRS, which offer a seal of quality to customs and tax procedures to promote a safe logistics chain. The company has no pending issues at the Brazilian IRS and has not been submitted to special enforcement regimes over the past three years.

The corporate system and accounting control are computerized, which facilitates the management of goods in stock by distinguishing goods that come from overseas and those for export. All internal controls are annually audited by external auditors, and every other year by the Tetra Laval Group, so to ensure regular compliance with registration, documental, and especially, tax and customs obligations.

According to the internal procedures, the company makes no contributions or donations to political parties, officials and institutions related thereto.

Funds received from the government (thousand BRL)

	2010	2011
Rouanet Law	4,630	5,868
Sponsorship (Law # 8,313/91)	-	5,997
Sports Incentive (Federal)	500	1,400
Sports Incentive (State)	-	200





REFERENCE INDEX

• 3.12 •

Type of Disclosure	Description	Note	Page	PG
1. Strategy and Analysis				
1.1	Statement by the company's top executive.		6	
1.2	Description of major impacts, risks and opportunities.		6	
2. Organizational Profile				
		Note	Page	PG
2.1	Name of the organization.		12	
2.2	Main brands, products and/or services.		21	
2.3	Operational structure of the organization, including main divisions, operational companies, subsidiaries and joint ventures.		12	
2.4	Location of the organization's headquarters.		12	
2.5	Number of countries the organization operates in, and name of countries with core operations, or that are specifically relevant to the sustainability issues addressed by this report.		12	
2.6	Type and legal nature of the property.		12	
2.7	Markets serviced (including breakdown by region, sector, and type of customer/beneficiary).		12	
2.8	Size of the organization reporting results.		11	
2.9	Significant changes during the reporting period in relation to the size, structure or property.	Tetra Pak Brasil went through no changes during 2010/2011.		
2.10	Awards received during the reporting period.	There were no awards during the period reported.		
3. Reporting Parameters				
		Note	Page	PG
3.1	Reporting period (ex.: fiscal/calendar year) of the information presented.		4	
3.2	Date of most recent report (if any).		4	
3.3	Reporting cycle (annual, biannual, etc.).		4	
3.4	Contact in case of doubts.		4	
3.5	Process to define the content of the report.		4	
3.6	Reporting limits (e.g.: countries, divisions, subsidiaries, leased facilities; joint ventures, suppliers). See GRI Limits Protocol for further guidance.		4	
3.7	Report any specific limitation to the scope of the report (see the principle of completeness to explain the scope).		4	
3.8	Basis for reporting joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that may significantly affect the comparison between periods and/or organizations.	The scope of the report does not contemplate outsourced operations.		
3.9	Data measurement techniques and calculation basis, including premises and techniques used in estimates, applied to the compilation of indicators and other information in the report.		4	
3.10	Explanation of the effects of any rectification on information disclosed by previous reports, as well as the reasons for such rectifications (e.g.: mergers/acquisitions, change of periods, measurement methods).	There were no changes regarding the previous report.		
3.11	Significant changes in relation to previous periods in the scope, limit or measurement method applied to the report.	There were no changes regarding the previous report.		
3.12	Chart locating the disclosures-standard within the report.		54	
3.13	Current policy and practice related to search for external check of the report.		4	
4. Governance, Commitments and Engagement				
		Note	Page	PG
4.1	Governance framework of the organization, including committees under the main governance body in charge of specific duties such as setting forth the organizational strategy or supervision.		14	

4.2	Inform if the president of the most important Governance body also holds executive position.	N/A. As Tetra Pak Brasil is a limited company, it does not have a Board of Administration.		
4.3	For organizations that have a single Board, inform the number of members of the main governance body that are independent and/or non-executive members.	N/A. As Tetra Pak Brasil is a limited company, it does not have a Board of Administration.		
4.4	Mechanisms used by shareholders and employees to present recommendations or guidance to the main governance body.		14	
4.5	Relation between the compensation of the members of the main governance body and the top executives and executives.	There is no compensation attached to this kind of performance; only those established as individual goals.		
4.6	Processes used by the main governance body to ensure that conflicts of interest are avoided.		14	
4.7	Process to determine the qualifications and competencies of the members of the main governance body to guide the organization's strategy regarding social, economic and environmental issues.	As Tetra Pak Brasil is a limited company, it does not have a Board of Administration.		
4.8	Mission and values developed internally, codes of conduct and principles related to social, economic and environmental performance, and stage of implementation thereof.		12 and 14	
4.9	Procedures of the main governance body to supervise identification organizational management of the social, economic and environmental performance, including relevant risks and opportunities, and adoption of internationally accepted standards, codes of conduct and principles, or conformity therewith.		14	
4.10	Processes to assess the main governance body's performance, especially in relation to social, economic and environmental performance.	N/A. As Tetra Pak Brasil is a limited company, it does not have a Board of Administration.		
4.11	Explanation of when and how the organization applies the precautionary principle.		14	7
4.12	Social, economic and environmental handbooks developed externally, principles and other initiatives the organizations abides to or supports.		52	
4.13	Member of associations (as trade associations) and/or national/international lobby associations.		52	
4.14	List of groups of stakeholders of the organization.		41	
4.15	Basis for identification and selection of stakeholders with whom we engage.		4	
4.16	Approach used in the relation with stakeholders, including frequency of engagement per type and group thereof.		41 and 42	
4.17	Key issues that may have been raised owing to the engagement with stakeholders, and how the organization responded to such issues, including the reports.	Tetra Pak Brasil has not carried out any tests with stakeholders.		



DISCLOSURES-STANDARD PART III: Performance Indicators

Economic Performance		Note	Page	PG
EC1	Amounts generated and distributed including revenues, operating costs, personnel compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	As Tetra Pak Brasil is a limited company, it follows the Group's Confidentiality Policy and discloses only the operating revenue. The net operating revenue in 2010 was BRL2.9 billion.		
EC4	Significant financial support received from the government.		52	
Indirect Economic Impacts		Note	Page	PG
EC8	Development and impact of investments in infrastructure and services rendered primarily for public benefit, through commercial involvement, in kind or <i>pro bono</i> .		48	
Materials		Note	Page	PG
EN1	Materials used (per weight or volume).		31	
EN2	Rate of materials used that are recycled inputs.		31	8 and 9
Energy		Note	Page	PG
EN3	Direct energy consumption, per primary source.		32	
EN4	Indirect energy consumption, per primary source.		32	
EN5	Energy saved owing to improvements in conservation and efficiency.		32	8 and 9
EN6	Initiatives to offer products and services based on energy efficiency or renewable sources, and reduction of energy needs resulting therefrom.		21, 32	8 and 9
EN7	Initiatives to reduce indirect consumption of energy and reductions achieved.		32	8 and 9
Water		Note	Page	PG
EN8	Total water removed, per source.		32	
EN9	Water sources significantly affected by water removal.		32	
EN10	Percentage and total volume of recycled and reused water.		32	8 and 9
Biodiversity		Note	Page	PG
EN11	Location and size of lands owned, leased, run inside protected areas or in their surroundings, as well as areas with great biodiversity outside protected areas.		37	
EN13	Protected or recovered habitats.		37	8
Emissions, Effluents and Waste		Note	Page	PG
EN16	Total direct and indirect emissions of greenhouse gases, per weight.		34	
EN17	Other significant indirect emissions of greenhouse gases, per weight.		34	
EN18	Initiatives to reduce greenhouse gases emissions and reductions achieved.		34	8
EN19	Emissions of substances that damage the ozone layer, per weight.	Tetra Pak Brasil does not use substances that damage the ozone layer.		
EN20	NOx, SOx, and other emissions, per type and weight.		34	
EN21	Total discharge of water, per quality and destination.		32	8
EN22	Total weight of waste per type and method of disposal.		36	8
EN23	Total number and volume of significant spillages.	There were no significant spillages in 2010/2011.		

EN24	Weight of carried, imported, exported or treated residues deemed hazardous under the Basilea Convention – Annexes I, II, III and VIII, and percentage of residues carried that were internationally shipped.		36	
Products and Services		Note	Page	PG
EN26	Initiatives to mitigate environmental impacts of products and services and the reach thereof.		24 and 33	8
EN27	Percentage of products sold and packages that were recycled, per category.		24	8
Accordance		Note	Page	PG
EN28	Economic amount of significant fines and total number of non-monetary sanctions owing to non-conformities with environmental laws and standards.	The company had no fines in the period.		
Accordance		Note	Page	PG
EN29	Significant environmental impacts of transport of products and other goods and materials used in the company's operations, and transport of staff.	For spillages and leak containment during transport, Tetra Pak has a service supply agreement with a company with expertise in emergency cases, to mitigate any possible environmental impact. However, this service has never been used because it was never needed.		
Social: Labour Practices and Decent Work				
Employment		Note	Page	PG
LA1	Number of employees per type of job, employment agreement and region.		46	
LA2	Number of employees and turnover rate per age, gender, and region.		46	6
LA3	Benefits offered to full-time employees which are not offered to temporary or part-time employees, breaking down per operation.		47	
Relations Between Work and Administration		Note	Page	PG
LA4	Percentage of employees affected by collective negotiation agreement.		46	3
LA5	Minimum notice regarding significant operational changes, including if they are specified in collective negotiation agreements.		46	3
Occupational Health and Safety		Note	Page	PG
LA7	Rate of injuries, occupational diseases and missed working days, absenteeism, and number of casualties related to work, per region.		48	
LA8	Education, training, counselling, prevention and risk control programs existing to aid the workforce, their families or members of the community in relation to serious illnesses.		48	
LA9	Health and safety topics covered by formal agreements with unions.		48	
Training and Education		Note	Page	PG
LA10	Average training hours per year, per employee and per category of employee.		47	
LA11	Programs for competencies management and continuous learning that support the employees' employment and help them manage at the end of their careers.		47	
LA12	Percentage of employees who get regular performance reviews and career plans.		47	



Diversity and Equal Opportunities		Note	Page	PG
HR1	Percentage and total number of significant investment agreements that contain human rights clauses or that were submitted to human rights analysis.	There were no agreements regarding mergers or acquisitions in 2010/2011.		1
HR2	Percentage of suppliers and service providers that were submitted to human rights analysis, as well as the measures taken.		42	1
Non-discrimination		Note	Page	PG
HR4	Total number of discrimination cases and the measures taken.	There were no cases of discrimination in the company. Tetra Pak Brasil cares for the good and correct relationship with all employees, without distinction of race, colour, sex or religion, respecting the Corporate Code of Conduct.		6
Freedom of Association and Collective Negotiation		Note	Page	PG
HR5	Operations identified where the exercise of freedom of association and collective negotiation may be at risk and the measures taken to support those rights.		46	3
Child Labour		Note	Page	PG
HR6	Operations identified that present significant risk of work incidents and child labour and measures taken to help eradicate child labour.	Nothing reported.		5
Forced Labour		Note	Page	PG
HR7	Operations where there is significant risk of work incidents or forced labour and the measures taken to help eradicate forced labour.	Tetra Pak Brasil cares for compliance with the law, wherever it is, ensuring safe and healthy working conditions to employees, as set forth in its Code of Business Conduct.		2 and 4
Rights of Indigenous Populations		Note	Page	PG
HR9	Total number of violations involving rights of indigenous populations and the measures taken.	N/A.		1
Corruption		Note	Page	PG
SO2	Percentage and total number of units submitted to risk assessment related to corruption.		14	10
SO3	Percentage of employees trained on the company's policies and procedures against corruption.		14	10
SO4	Measures adopted to respond to cases of corruption.		14	10
Public Policy		Note	Page	PG
SO5	Positions on public policies and participation in the development of public policies and lobby.		52	
SO6	Total financial contributions and in kind made to political parties, politicians and institutions related thereto, per country.		52	

Anticompetition Behaviour		Note	Page	PG
SO7	Total number of claims for anticompetition behaviour, trust, monopolist practices and their outcomes.	There were no claims for disloyal competition in 2010/2011.		
Conformity		Note	Page	PG
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	There were no significant fines or non-monetary sanctions resulting from non-conformity with laws and regulations.		
Consumers' Health and Safety		Note	Page	PG
PR1	Stages of the life cycle where the impacts of products and services on health and safety undergo assessment for improvements, and percentage of significant categories of products and services subject to such procedures.		15 and 22	
PR2	Total number of incidents related to non-conformity with regulations and self-regulation codes regarding impacts of products and services on health and safety during their life cycle, broken down by type and result.	There were no claims regarding Tetra Pak Brasil products and services that could signal the need for corrective and/or warning actions on health and safety.		
Labelling of Products and Services		Note	Page	PG
PR5	Practices related to customer satisfaction, including results of customer satisfaction surveys.		15 and 44	
Marketing Communications		Note	Page	PG
PR6	Programs to adjust to laws, standards and self-regulation codes related to marketing communications, advertisements, promotion and sponsorship.	Tetra Pak Brasil complies with laws and codes by Conar (Brazilian Advertising Self-Regulation Council).		
PR7	Total number of incidents of non-conformity with regulations and self-regulation codes related to marketing communications, including advertisements, promotion and sponsorship, per type and outcome.	All advertising campaigns by Tetra Pak Brasil were in conformity with the regulations and codes existing in the market.		
Consumer Privacy		Note	Page	PG
PR8	Total number of complaints related to violation of customers' privacy or loss of consumers' data.	There we no claims or suits related to violation of customers' privacy or loss of data at the company's units in 2010/2011.		
Accordance		Note	Page	PG
PR9	Monetary value of significant fines for non-compliance with laws and regulations related to the use of products and services.	There were no claims or suits related to the supply and use of products and services at the company's units in 2010/2011.		



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Paper recycled from after-  
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Nelcio Amaral, Assured Quality  
Pedro Gonçalves, Processing  
Reginaldo Caldeira, Facilities  
Regis Tolaino, Supplies  
Ricardo Granuzzio, Assured Quality  
Rodrigo Vicentin, Logistics  
Tiago Belinati, Safety  
Tiago Esteves, Environment  
Valéria Michel, Environment  
Walter Gabaldo, Canudos Production  
Wilson Roberto Silva, Facilities

## CORPORATE INFORMATION

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