

# EMPLOYEES' HEALTH & WELLBEING

Workforce safety, health, wellbeing,  
and parental support at Danone.



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## EXECUTIVE SUMMARY

Danone's mission of bringing health through food to as many people as possible starts in our workplaces, offering unique propositions to all Danoners engaged in bringing our mission to life.

A safe working environment is a key enabler to employees' health and wellbeing. For 20 years, our historical health and safety program, WISE has successfully anchored a culture of behaviour-based safety by identifying and correcting unsafe situations and training employees to have a prevention mindset.

Based on this strong asset, the Dan'Cares program further developed our health benefits ambition in 2009. It ensures all employees worldwide are provided with quality healthcare and major risks coverage, initially organized around three core pillars: hospitalisation and surgery, outpatient care, and maternity care. As of 2023, this aim is included in our sustainability roadmap, the Danone Impact Journey.

In 2023, we reinforced our position to stand next to our employees, their families, and their children in the quest for good health, with Be Well by Dan'Cares. It builds on existing local and global initiatives to ensure employees stay well physically and mentally through access to healthy food options, nutrition resources, mental health support, and opportunities for physical activity.

The Global Parental policy, launched in 2017 and recognised by UN Women<sup>1</sup>, showcases our corporate culture of valuing parent and family-friendly approaches. It supports parents' individual choices during their child's first 1000 days by offering paid leave and flexible working conditions, whilst creating a supportive and inclusive work environment for breastfeeding mothers.

Finally, monitoring employee wellbeing and understanding the most relevant issues is key to providing employees with policies and initiatives that meet their needs. That is why we regularly request feedback and track progress to continuously adapt our approach. External organisations also recognise our leading employee health and wellbeing standards as demonstrated by our Arborus Fund GEEIS Label and our on-going B Corp Certifications.

## INTRODUCTION

### BRINGING HEALTH THROUGH FOOD STARTS WITH OUR WORKPLACES AND PEOPLE

As stated by our CEO<sup>2</sup> "we fundamentally believe in better health through better nutrition and behaviours for all, starting in our workplaces offering unique propositions to Danone employees engaged in bringing our mission to life". Taking care of employees' health and safety at work is an investment for short, mid, and long-term health, wellbeing, and quality of life. We believe that a healthy and safe working environment ensures employees are mentally and physically healthy and positively impacts their creativity and motivation.

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<sup>1</sup>[Danone Champions Gender Diversity Through an Innovative Parental Policy, Strong Local Brands & Driving Senior Leadership Parity \(heforshe.org\)](#)

<sup>2</sup>[danone-health-journey-report-2022-2023-edition.pdf](#)

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Two programs are complementary to address employees' health and safety. WISE, scaled up to WISE<sup>2</sup>, is a risk reduction program, set up in 2004 to prevent employees from getting hurt, reduce incidents and injuries, and help employees stay safe in their work environment. Dan'Cares is an employee benefits program launched in 2009 with the goal of ensuring quality health coverage for all employees. It covers major risks and supports accessibility to high-quality medical facilities, including in countries where such coverage is not traditionally provided, while considering practices in the respective markets. As of 2022, 96% of employees<sup>3</sup> are fully covered by Dan'Cares (this means all employees from all entities and their close family have access to quality inpatient, outpatient, and maternity medical services with limited out-of-pocket) and 4% are offered a partially implemented Dan'Cares program. We aim to cover 100% of our employees by 2030<sup>4</sup>.

## CHAPTER 1: EMPLOYEES' HEALTH AND SAFETY

### 1.1 WISE<sup>2</sup>: A SUSTAINABLE SAFETY PROGRAM TO PROTECT EMPLOYEE HEALTH

WISE<sup>2</sup> (Work In Safe Environment) is a long-standing program that started our journey toward world-class safety. The program sets several guiding principles on wellbeing and seeks to continuously reduce the number of workplace accidents through two approaches:

1. Promoting a culture of workplace health and safety at all Group sites by enabling behaviour change and realising the main roots of incidents and accidents are linked more to unsafe acts or decisions rather than unsafe workplaces or equipment.
2. Ensuring compliance with standards for the most critical risk situations and measuring the progress of Danone sites in their safety culture through an audit program.

Over the years, the safety performance markers have improved significantly. Since 2014, the program has added consistent safety standards to accelerate the drive toward safety excellence. It scaled up from WISE to WISE<sup>2</sup> by upgrading our standards to reflect key risk areas in the domains of Safety, Health, and Wellbeing.

The WISE<sup>2</sup> Health and Wellbeing platform comprises 5 pillars:

1. Drive healthy ways of working: it ensures efficient organisations, autonomy, collective intelligence, and work life balance.
2. Promote a healthy lifestyle and work environment: it includes convenient facilities and services with tertiary stress prevention, assistance programs, and nutrition, sports, and ergonomics at work.
3. Value daily work: it identifies value and protects all activities, skills, and resources that support Danone in meeting its consumer promise every day.
4. Manage with care and authenticity: it takes care of proximity with teams, listening to needs, fostering teamwork, direction setting, giving sense, coaching for development, and work regulation.

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<sup>3</sup> All employee percentages in this narrative come from the internal Global Compensation & Benefits 2022 survey

<sup>4</sup> <https://www.danone.com/about-danone/sustainable-value-creation/danone-impact-journey.html>

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5. Ensure sustainable pace: it ensures priorities alignment on a few key initiatives with SMART<sup>5</sup> ambitions and timing, to preserve people and resources over time.

To create engagement for the WISE<sup>2</sup> program, employees have access to a learning module that provides thought provoking scenarios and interactive games. The module is regularly revised, and all newcomers receive an induction to the program when joining the company.

The objectives, action plans, and outcomes are audited and displayed in our Universal Registration Document<sup>6</sup>.

## CHAPTER 2: WELLBEING AND HEALTH IN THE WORKPLACE: *BE WELL BY DAN'CARES*

We believe that offering healthful, balanced, and tasty food options together with providing adequate nutrition education helps the workforce to be at their best. This goes hand in hand with promoting and securing physical and mental wellness.

Therefore, in 2023, Dan'Cares expanded with Be Well by Dan'Cares. This new program is based on the assessment of the local needs, the wish to fulfil our mission, and is inspired by the Workforce Nutrition Alliance<sup>7</sup>. Be Well is a global **wellbeing and benefits** program that aims to support behavioural change through the implementation of targeted actions grouped under 3 pillars, to positively impact the health of Danone's employees, their families and consequently, their communities.

### 2.1 PILLAR 1 – PROMOTING HEALTHY FOOD CHOICES

Workplace meals can benefit employee's health and wellbeing by providing an opportunity to sit, socialise and develop employee relationship as well as engagement, inclusiveness, wellness, and team spirit. Even when not working on site, the meal break can provide more than nourishment as it is an opportunity to step away for a while, which can enhance productivity.

This pillar was introduced to employees in July 2023 by our COMEX members, Isabelle Esser and Roberto di Bernardini, during the 1st Global Nutrition Live event, seen by around 10,000 employees. It fosters healthy and sustainable diets by facilitating access to healthy food options and nutrition education. It proposes global initiatives with adaptations to local nutritional needs, food culture, and habits. Benefitting from local best practices, this pillar will follow an iterative process to continually refine and improve its proposals.

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<sup>5</sup> SMART : specific, measurable, achievable, relevant, and time-bound

<sup>6</sup> [danoneurd2022eng.pdf](#) Workplace safety: the WISE<sup>2</sup> program, p174 and 175

<sup>7</sup> <https://workforcenutrition.org/>

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### Free educational programs on nutrition, health, and wellness developed for employees

We develop a wide range of nutrition education programs including short and long-term events that often include external health experts. In 2022, 75% of employees worldwide had access to nutrition education sessions.

In 2019, we supported UNITAR (United Nations Institute for Training and Research) to create an innovative e-learning on sustainable diets<sup>8</sup>, with the objective of shifting mindsets and fostering better choices for the health of people and the planet. Composed of seven modules (Better Farming, Buying Food Locally, Is Processed Food Bad?, Reducing Food Waste and Packaging, Reading the Labels, Changing Eating Habits), the e-training provided an overview of all the actionable steps employees can make. The course is available to employees on our internal learning platform and is also freely available externally so it can be shared with employees' families and friends.

To highlight the importance of making healthy and sustainable food choices, a global nutrition week was launched in July 2023 to mark the start of the Be Well program. Human Resource teams worldwide were provided with guidelines and a toolkit for implementing the global nutrition challenge and utilising the support of the Be Well app during that week and beyond.

Best practices are regularly shared during the Be Well Community calls, including the following:

- **Danone Italy** partnered with Fondazione Onda to offer a wide variety of webinars on the topic of disease prevention, which included the topic of nutrition (fundamentals of a healthy diet, how to create a healthy and balanced meal plan), through their program "Health Friendly Company"<sup>9</sup>.
- **Danone Indonesia** offered employees the opportunity to increase their health and nutrition knowledge by chatting with a nutritionist to ask questions and receive feedback. Based on their health needs, employees then had the option to join a "community" to support them in following the health recommendations in an easy and enjoyable way. Several communities exist, including hypertension, diabetes, and body composition management, where a nutritionist provides health and nutrition-tailored content.

### Healthy food choices available in the workplace:

We have a key role in ensuring that meals provided at our work sites are nutritious, balanced, and tasteful, to make the healthy choice the easy choice. In 2022, 80% of employees had access to a healthy meal per day through a canteen or catering service onsite. Additionally, 86% of countries where Danone operates, which equates to 73% of employees, offer Danone products for free or with a discount, and 40% offer healthy snacks to encourage fruit, vegetable, and water consumption.

Nutrition labelling and healthy eating logos are applied on menus in some of our work sites to support employees in choosing healthier food options and expanding their knowledge of healthy eating. As an example, **Danone UK** offered "heart healthy" options to employees through a partnership between nutritionists and their local canteens.

Providing guidance like this shows how we make a tangible impact. **Danone Indonesia** implemented an initiative where traffic light labelling was displayed on menus. This resulted in menus sold containing 65.9% less fat, 42.1% less saturated fat, 33.5% less sugar, and 26.9% less salt compared to before the initiative.

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<sup>8</sup> Cours : Sustainable Diet | One UN Climate Change Learning Partnership ([unccelearn.org](https://unccelearn.org))

<sup>9</sup> <https://fondazioneonda.it/it/progetto/bollino-hfc-health-friendly-company/>

## 2.2 PILLAR 2 – ENSURING PHYSICAL HEALTH AND WELLBEING

We believe that taking care of our physical health secures the energy to enjoy life. This is why, through this pillar, we support initiatives that promote an active lifestyle. 92% of employees are provided with healthy lifestyle education sessions and regular health tips.

### Medical health checks: initiatives proposed across our workplaces

90% of employees are offered access to a medical examination upon recruitment and then at least once every two years. They are free of charge, accessible during working hours, fully confidential, and include body mass index, blood tests, glucose levels, lipid levels, and blood pressure. Follow-up appointments are also included if required. Additionally, 74% of employees worldwide are offered preventive medical checks, such as screening for colorectal cancer, cardiovascular disease, and HIV. We also run a free flu campaign to protect employees and limit its spread. In 2022 the campaign was available to 85% of employees.

At a local level, entities also implement initiatives to educate employees and prevent diseases. Some of them are highlighted here:

- Seeing from the yearly medical checkup, in 2022, that 41% of employees had high cholesterol, **Danone Iberia** added Danacol (a cholesterol-lowering yogurt) in the coffee fridges to be part of the solution<sup>10</sup>. A nutritionist is also available at the office for employees.
- To raise awareness about the importance of maintaining healthy cholesterol, **Danone UK** organised a stand for National Cholesterol Month where they provided employees with low-cholesterol recipe cards and information booklets about the ultimate cholesterol-lowering plan created by Alpro and Heart UK<sup>11</sup>.
- **Danone Italy** runs an initiative called “Month of the Heart”, developed with the Policlinico Gemelli<sup>12</sup> in Roma, to spread awareness about the risk factors of cardiovascular diseases. Participants are provided with a health check by a doctor who measures blood pressure, blood glucose levels, cholesterol levels, and body mass index. They are also provided with an evaluation of lifestyle and eating habits, as well as an assessment of the parameters of functional performance (such as muscle strength). Each participant is issued a card with the results of the health check, accompanied by advice and recommendations for a healthy lifestyle. In 2023, a digital app was developed compiling self-profiling questionnaires and self-measurements of parameters. It also provides tailored fitness plans and the ability to monitor several key areas for reducing risk factors such as smoking, stress, and sleep.
- Inspired by the Consumer Goods Forum, **Danone Mexico** is developing a program named “To take care of your health feels good” which is focused on providing personalised advice for at-risk groups and includes nutritional, medical, and psychological support and follow-ups. The program includes activities and communication about nutrition, physical activity, and self-care together with multidisciplinary interventions for employees diagnosed with class III obesity and for any employee in a high-risk group.

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<sup>10</sup><https://myiberiadanone.danone.es/microsites/newsletter/sabias-que-el-41-de-los/as-danoners-disteis-colesterol-alto-en-vuestras-analiticas-de-2022-toma-danacol-para-reducirlo?logintype=login>

<sup>11</sup> [Ultimate Cholesterol Lowering Plan - HEART UK](#)

<sup>12</sup><https://www.policlinicogemelli.it/news-eventi/stay-alive-danacol-di-danone-e-policlinico-gemelli-lanciano-il-mese-della-prevenzione-cardiovascolare/>

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- **Danone Indonesia** offers online or face-to-face nutrition consultations and developed a specific program for employees living with obesity. The three-month program includes body composition measurements, nutrition consultations, workouts, and a diet journal. Body mass index, fat mass, and muscle mass measurements are used to track improvements. Until 2023, 64% of participants have successfully improved their body composition.

### Active lifestyles and sports activities to foster energy and a positive atmosphere

Overall, 75% of employees have access to sports activities, either through a membership to the workplace's onsite gym or through a subsidised external gym membership.

The Be Well program also encourages employees to engage in physical activity throughout the day via its app. On top of including wellbeing resources and expert guidance, the digital tool also proposes exciting challenges that can be taken individually and through local or global teams, connecting people through sports regardless of geographies. The app is currently available in 14 different languages and participation is completely voluntary. Six months after the launch, more than 12,000 employees registered to the app.

In **Danone Egypt**, employees were invited to participate in physical activities during a "health month" to develop team spirit while fostering a culture of sports. Activities included running, padel tennis, cycling, ping pong, and football.

## 2.3 PILLAR 3 – CONTRIBUTING TO MENTAL WELLNESS

Mental health is an integral part of overall wellness, so we want to ensure the working environment is conducive to our employee's mental wellness. This Pillar focuses on prioritising emotional balance and resilience, promoting initiatives that have a positive effect on work-life balance, and increasing awareness of the importance of mental health so that it is more present in conversations between managers and employees.

To maintain a psychologically safe, healthy, and supportive workplace, we monitor the mental wellness of our employees via the Danone People Survey (DPS), which includes the topic of stress. We also monitor and publish absenteeism data together with other working time indicators in the Universal Registration<sup>13</sup> Document, which is audited and published yearly.

We know that employees can struggle both physically and mentally after receiving a diagnosis. In 2023, we signed the "Working with Cancer Pledge" initiated by Publicis to better support employees who are diagnosed with cancer by creating a more open and recovery-forward culture at work. Flexible work conditions are also available in 76% of countries where Danone operates.

Entities address mental wellness by tailoring it to local needs, for example:

- In **Danone Cambodia** talks were provided by external health experts on the topics of "Sleep better, Feel better" and "Mental health in the workplace".
- Stress and anxiety are also addressed through expert talks (**Belgium, Malaysia, Thailand**), or via virtual mindfulness sessions (**Denmark, Finland, Latvia, Lithuania, Sweden and Norway**). **Japan** also proposes separate stress checks annually to better address this issue.
- **Danone Belgium** focuses on prevention by training Human Resources in detecting early signs of burnout and stress. Additionally, the country is equipped with an internal network

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<sup>13</sup><https://www.danone.com/content/dam/corp/global/danonecom/investors/en-all-publications/2022/registrationdocuments/danoneurd2022eng.pdf>

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of trained Confidential Advisors and offer access to an Employee Assistance Program for psychological support, available 24/7. Vitality Checks are also organised for employees over the age of 45 years old. A cornerstone of the Belgium company culture is the adoption of a full flexibility working model.

- In Brazil, suicide is the third and fourth leading cause of death for young men and women, respectively<sup>14</sup>. Using the national Yellow September campaign held by the Brazilian Association of Psychiatry in partnership with the Federal Council of Medicine, **Danone Brazil** dedicated the full September 2023 to mental health awareness and particularly suicide prevention. The Be Well Health Avatar local app and the Employee Assistance Program that is available for employees and their families were leveraged at that occasion. During the month practical examples were shared : use of the "Emotional Emergency Button" for immediate and confidential psychological support, as well as the access to meditation resources to help with sleep, stress and anxiety. Lectures were given on suicide prevention to equip employees with tips and behaviours to protect the quality of life and mental health.
- External experts are regularly involved to communicate health and wellbeing messages. For World Mental Health Day, **Danone Italy** offered four webinars hosted by professional psychologists and two mindfulness sessions. Starting in January 2024, psychological counselling services are also available for all employees.

## CHAPTER 3: AN INCLUSIVE APPROACH TO PARENTAL AND BREASTFEEDING SUPPORT

### 3.1 THE DANONE GLOBAL PARENTAL POLICY

One of the flagship elements of Danone 's Diversity, Equity, and Inclusion plan is the Danone Global Parental Policy<sup>15</sup> (GPP), a gender-neutral policy that enhances family wellbeing. As part of this policy, we commit to supporting parents in their individual choices during their child's first 1000 days, between the start of a pregnancy and the second year of life.

The policy targets the protection of working parents' and babies' health and wellbeing by helping employees to adapt to their new life and responsibility. The proposed paid parental leave goes beyond the legal framework in many countries, as it provides 18 weeks for primary caregivers, 10 days for secondary caregivers and, in the case of an adoption, 14 weeks or 10 days respectively for primary and secondary caregivers. On top of offering paid leave, the policy also offers counselling during pregnancies, return-to-work programs, flexible working hours, and other supportive benefits for parents-to-be.

As of 2024, the GPP is fully implemented in all countries in which Danone operates. This means that pre- and post-natal conditions are followed, and parental leave is offered to all employees in all entities. The Global Compensation & Benefits annual survey tracks, among other metrics, the number of parental policy beneficiaries yearly (for example, Total number of mothers who took parental leave in 2022: 1392).

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<sup>14</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9009430/>

<sup>15</sup> [https://www.danone.com/content/dam/corp/global/danonecom/about-us-impact/policies-and-commitments/en/2017/2017\\_06\\_23\\_DanoneGlobalParentalPolicy.pdf](https://www.danone.com/content/dam/corp/global/danonecom/about-us-impact/policies-and-commitments/en/2017/2017_06_23_DanoneGlobalParentalPolicy.pdf)

## 3.2 BREASTFEEDING SUPPORT

Having researched the science of breastmilk and breastfeeding, as well as its benefits for the health of both mother and child, for over 50 years, we protect, promote, and support breastfeeding across different levels of society.

### **First of all, within our working mother's community**

The GPP supports the World Health Organization's global public recommendation, calling for exclusive breastfeeding in the first six months of life, followed by the introduction of adequate nutrition with sustained breastfeeding up to two years and longer. The policy aims to facilitate working mothers to breastfeed by providing accurate information, facilities, and support.

For example, we provide lactating mothers with access to lactation facilities and/or reasonable time off to breastfeed or express breastmilk during working hours in a secure and relaxing environment. Detailed information on how to implement a lactation room and how to effectively support breastfeeding employees is shared with all human resources teams worldwide. We currently have 169 lactation rooms available in 46 countries. We also ensure there are dedicated rooms in the workplace with fridges to store the breastmilk.

### **... but also beyond...**

Some global and local initiatives have also been implemented:

- As part of its commitment to positively impact maternal and infant health, Danone has been sharing insights from scientific research on breastfeeding for decades. To promote breastfeeding, Danone supported the aims of UNITAR's Breastfeeding Education Initiative and provided a grant to fund its independent development and further dissemination. This includes e-courses, a virtual AI tool for breastfeeding posture, a library, local projects, and, in the near future, webinars and micro-learnings on specific topics. Internally, we encourage our employees to be trained and certified in the "Magic Drop" e-course. The e-course, which consists of three modules, was developed independently, and is certified by the University of Newcastle (UoN), Australia. The first module is on the Essentials of Breastfeeding. It has been translated into 14 languages and has been made available to all employees. In 2023, 100% of Danone's Health Care Nutrition Advisors who work with healthcare professionals in infant and maternal nutrition were trained and certified using this training module.
- At a local level, Danone Iberia set up a workshop on "lactation and support during postpartum", which included a discussion between the founder of Malasmadres, a paediatrician nurse, and a psychologist on the myths and taboos of breastfeeding. The workshop recording was uploaded to YouTube<sup>16</sup> and shared with the employee community.

## CHAPTER 4: MONITORING PROGRESS TO ADJUST AND BETTER MEET LOCAL NEEDS

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<sup>16</sup> <https://www.youtube.com/watch?v=Z9dv-ZqQilo>

## 4.1 EMPLOYEE FEEDBACK TO STRIVE FOR CONTINUOUS AND SUSTAINABLE IMPROVEMENT

At Danone, we regularly collect employee feedback. At a global level, it is collected yearly via the Danone People Survey (DPS). It allows employees to share their voices anonymously. Findings increase our capacity of assessing, developing, and launching local and global actions to improve the experience of employees.

A Wellbeing Index has been set up using five questions that target working life and quality, as well as stress levels. The index is used as a key indicator risk that enables Danone to take further actions that are dedicated to improving wellbeing, such as the Be Well program. In 2023, 91% of employees answered the survey and Danone received a Wellbeing Index Global score of 73%, compared to the 70% reported in the FMCG (Q) Norm.

The HR Be Well Community, which is part of the Be Well program, further ensures that feedback is collected locally to understand employee's wellbeing needs for continuous improvement.

## 4.2 THE DANONE WAY PROGRAM: A MANAGEMENT TOOL TO MEASURE LOCAL ENTITIES' PROGRESS TOWARD DANONE'S MISSION

To foster progress toward achieving Danone's sustainability agenda, the Danone Way program provides guidance to entities, measures overall advancement, and supports improvement targets and plans. As part of the program, entities are recommended to self-assess performance against the Workforce Nutrition Alliance (WNA) scorecard and to reflect on potential improvements.

## 4.3 EXTERNAL RECOGNITION

To demonstrate our determination to lead Danone's dual project of economic success and social progress, we form partnerships with external independent organisations:

- In 2023, Danone was audited by Bureau Veritas against the UN Consultant Arborus Fund and got certified with the Gender Equality European and International Standard (GEEIS) label<sup>17</sup>. To acquire the certification, a detailed audit was run related to gender topics at all levels of the workforce, including Diversity, Equity, and Inclusion (DEI) and wellbeing.
- The B Corp Certification, and our aim to become one of the largest certified multinationals, is another example of external recognition. Since 2015, the certification of various Danone entities has underlined our efforts to follow rigorous standards. The worker pillar is one of five pillars assessed and looks at four dimensions: Financial Security; Health, Wellness & Safety; Career Development; Engagement & Satisfaction. In the Workers' section, Danone's certified entities have achieved an average score of 28.8 points (out of 40), and up to 33.10 points for Danone UK, the highest scoring certified entity in this section. These scores reflect our commitment to creating a workplace that prioritises the physical, mental, and emotional health of our employees. As of the end of 2022, 74,2% of Danone's global net sales were covered by the B Corp certification. Our ambition is to have all entities covered by B cop by 2025<sup>18</sup>.

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<sup>17</sup> Label - Arborus

<sup>18</sup> <https://www.danone.com/fr/about-danone/sustainable-value-creation/BCorpAmbition.html#AMBITION>