



2023 **DANONE**
MISSION COMMITTEE
REPORT

published on April 3rd, 2024

This is the fourth Mission Committee report since Danone adopted the Société à Mission status under French law in 2020.

In a nutshell, we are satisfied with the way Danone “walks the talk” with regard to its extra-financial performance commitments, an assessment that is in line with our previous reports on both process and substance.

As far as process is concerned (i.e. discussion of Danone’s ambition around its objectives), the Committee worked throughout the year with Danone’s top management to follow and understand business developments in so far as they impact the trajectories where extra-financial objectives have been committed to (environment, health, and social – inside and outside the Company). These interactions took place in a spirit of cooperation and mutual respect. The Committee members consider check points, raise questions, and make suggestions. Danone’s management provides the necessary answers and, after discussion, decides on any necessary adjustments to the targets and KPIs.

As far as substance is concerned (i.e. the monitoring of implementation), we can conclude that the level of ambition in the four domains covered as expressed by the targets and KPIs has been sustained, and that the 2023 milestones have all been met. This is confirmed by the independent third party’s report which is annexed.

Recommendations appearing in our previous reports have also been correctly followed:

- *The metrics now reflect outcomes more than inputs, thus measuring results better.*
- *Organizational changes are taking place in order to embed Danone’s Société à Mission ambitions as near as possible to the operational level of the Company.*
- *Danone’s 2023 Impact Journey is aligned with its Société à Mission endeavors.*

Allow me to add that the Committee was informed that the court case regarding plastics initiated against Danone by NGOs has been suspended, as both parties have agreed to initiate a mediation process, which is ongoing.

Looking ahead, our next step in 2024 will be to prepare for the post-2025 trajectories in order to ensure continuity, a smooth transition to the next cycle up to 2030, and, of course, adjustments when necessary to keep moving forward. I will make sure that this does not distract us from our annual surveillance duty.

Let me conclude by thanking my colleagues for their dedication, Danoners for their hard work, and the independent third party for their sensible approach. At a time when ESG is losing traction in some constituencies, our Committee can assure the Company’s stakeholders – including shareholders – that Danone is keeping the flag flying.


PASCAL LAMY
Chair of the Mission Committee





TABLE OF CONTENTS

DANONE'S PURPOSE AND OBJECTIVES
AS A *SOCIÉTÉ À MISSION* 4

AN OVERVIEW OF THE
MISSION COMMITTEE 5

THE MISSION COMMITTEE'S MAIN AREAS OF
FOCUS IN 2023 7

THE WORK OF THE INDEPENDENT THIRD PARTY AND THE
OUTCOMES OF THE VERIFICATION OF DANONE'S PROGRESS 8

DANONE'S *SOCIÉTÉ À MISSION* AGENDA
PROGRESS TOWARDS 2025 TARGETS 9

REPORT OF THE INDEPENDENT THIRD-PARTY ORGANIZATION ON THE
VERIFICATION OF THE FULFILMENT OF SOCIAL AND ENVIRONMENTAL
OBJECTIVES 19

SUMMARY TABLE:
2023 TARGETS & RESULTS 26



#1

DANONE'S PURPOSE AND OBJECTIVES AS A SOCIÉTÉ À MISSION

LEGAL FOUNDATION

The French *Société à Mission* status is defined by articles L.210-10 *et sq.* of the French Commercial Code, introduced by the May 22nd, 2019 law, commonly known as the "PACTE" law. It requires that a company adopting this status:

- define a purpose (*raison d'être*) and write it into the company's by-laws.
- include in its by-laws social and environmental objectives aligned with that purpose.
- create a mission committee responsible for monitoring progress made towards achieving these objectives.
- appoint an independent third party to verify that the mission is carried out.



PURPOSE AND OBJECTIVES

Danone's dual project of pursuing both business success with social progress has given rise to major sustainability commitments and innovations since Antoine Riboud's 1972 speech. In 2020, adopting the *Société à Mission* status was a logical and natural step for Danone. Within this new status, Danone confirmed "bringing health through food to as many people as possible" as its purpose (*raison d'être*).

The social and environmental objectives that Danone adopted as a *Société à Mission* (called the "mission") are aligned with the United Nations' Sustainable Development Goals, and cover four themes related to health, environment, social topics, and inclusiveness.

Each statutory objective is broken down into operational objectives, and into medium- and long-term trajectories, with annual milestones. These are aligned with the mid- to long-term objectives defined in the Danone Impact Journey, the company's sustainability strategy published in February 2023.

The mission statutory objectives are as follows:

- **Impact people's health locally**, with a portfolio of healthier products, with brands encouraging better nutritional choices, and by promoting better dietary habits.
- **Preserve and renew the planet's resources**, by supporting regenerative agriculture, protecting the water cycle, and strengthening the circular economy of packaging across its entire ecosystem in order to contribute to the fight against climate change.
- **Entrust Danone's people to create new futures**: building on a unique social innovation heritage, give each employee the opportunity to impact the decisions of the Company, both locally and globally.
- **Foster inclusive growth**, by ensuring equal opportunities within the Company, supporting the most vulnerable partners in its ecosystem, and developing everyday products accessible to as many people as possible.

#2

AN OVERVIEW OF THE MISSION COMMITTEE

THE ROLE OF THE MISSION COMMITTEE

The Mission Committee is responsible for monitoring the implementation of the social and environmental objectives that Danone adopted as a *Société à Mission* by:

- monitoring the effectiveness of the actions carried out by Danone within the context of the roadmap defined by the Company to achieve its social and environmental objectives (the “mission”).
- examining the relevance of the actions and key performance indicators (KPIs) of the roadmap to achieve the mission, in particular with regard to their impact on various stakeholders and changes in the Company’s ecosystem.
- presenting an annual report, attached to the management report submitted to the Shareholders’ Meeting called to approve the Company’s financial statements, on the monitoring of the Company’s execution of social and environmental objectives.

The Mission Committee may also share best practices that could be implemented by Danone, propose additional actions, or provide comments or suggestions on the key performance indicators.

It also monitors the performance of its duties by the independent third party, and hears it at least once a year in order to be informed of the delivery of its duties, the conclusion of its work, its approach to verifying objectives, and any difficulties encountered during the performance of its mission.



MISSION COMMITTEE MEMBERS

The mandates of the members of the Mission Committee were most recently renewed by Danone’s Board of Directors on April 27, 2023.

The Mission Committee members include, as of the date of this report, independent global experts in sustainable development, governance, the environment, health, and social topics, with diverse experiences: Pascal Lamy (chairman), Arancha González, Lise Kingo (Danone board member), Hiromichi Mizuno, David Nabarro, Ron Oswald, Gabriela Ilian Ramos, and Emna Lahmer (Danone employee).



PASCAL LAMY
Chair of the Mission Committee,
Coordinator of the
Jacques Delors Institute
FRANCE



ARANCHA GONZÁLEZ
Dean of SciencesPo PSIA,
Former Spanish Government’s Minister
of Foreign Affairs, European Union
and Cooperation
SPAIN



LISE KINGO
Independent Director of Danone,
Chair of the CSR Committee of Danone,
Independent Director of companies
DENMARK



HIROMICHI MIZUNO
Board Member of PRI,
Advisor to the Government
JAPAN



DAVID NABARRO
Former Advisor to the UN
on the 2030 SDGs
UK



RON OSWALD
Former General Secretary of the
International Union of Food Workers
UK



GABRIELA ILIAN RAMOS
Assistant Director General, Social
& Human Sciences at UNESCO
MEXICO



EMNA LAHMER
Danone employee
FRANCE



#3

THE MISSION COMMITTEE'S MAIN AREAS OF FOCUS IN 2023

Danone maintained focused and steady progress towards its 2025 *Société à Mission* objectives in 2023. **Following the adjustments that took place in 2022** on baselines and reporting systems, and the establishment of management systems, **2023 was a year of tracking progress, confirming Danone's confidence in meeting its objectives by 2025.**

2023 was also an opportunity to reinforce the roadmaps and processes necessary to sustain trajectories and meet objectives in line with the **implementation of the Danone Impact Journey**, Danone's new sustainability roadmap launched in February 2023. Thanks to this new framework, Danone was able to accelerate programs, partnerships, and engagement directly linked to and supporting *Société à Mission* trajectories and objectives.

This enabled Danone's sustainability journey – with the *Société à Mission* status at its heart – to be **further embedded in the company's Renew Danone strategy** and across the business. Annual milestones and trajectories were included in regional and local business plans, ensuring they receive the necessary focus and resources.

Throughout 2023, the Mission Committee continued to work closely with Danone management and teams in a spirit of open and constructive exchange. During the March and July Committee meetings, Danone gave in-depth presentations of its reframed global sustainability roadmap, the Danone Impact Journey. This confirmed that its ambition as well as many of its short to mid-term objectives were consistent with its status as a *Société à Mission*.

In these meetings, the Committee was also updated on Danone's progress in a number of different domains. This included **a more ambitious plan for the regenerative agriculture objective**, with an expansion of the scope to keep the objective relevant and bold. Danone additionally **enlarged the scope of the digital literacy KPI** to bring together all e-learning capabilities to prepare employees for the jobs of tomorrow, focusing on manufacturing Danoners. Danone also presented a deep dive into **B Corp certification and the framework for new standards**; the **launch of the Water Access Acceleration Fund** by Danone, Inconfin, and other partners; and an overview of several social objectives, including **priorities that came out of the global employees' survey conducted by Danone** (Danone People Survey).

As in previous years, workshops were also organized in the last quarter of the year to offer Mission Committee members the opportunity to informally exchange with Danone experts. Danone presented projects and programs in the conception and development phases, including an **overview of Danone's social program for employees and communities**, and its program for **nature and biodiversity preservation and regeneration**. Danone also continued to keep the Mission Committee closely informed of the company's **drive for the transition to a low-carbon economy**, notably through the publication of its Climate Transition Plan in December 2023.

#4

THE WORK OF THE INDEPENDENT THIRD PARTY AND THE OUTCOMES OF THE VERIFICATION OF DANONE'S PROGRESS

2023 was also an opportunity to work closely with Mazars, the independent third party for the verification of Danone's progress as a *Société à Mission*, which was appointed in 2022 and is also responsible for the regulatory verification of the sustainability reporting in Danone's annual Universal Registration Document.

At the Mission Committee meeting in March 2023, Mazars presented their methodology of verification up to the issuance of their report as independent third party. Their presentation was followed by detailed work and exchanges between Danone and Mazars to **strengthen certain KPIs and trajectories, ensuring greater consistency and clarity**. These adjustments were approved by the Mission Committee in the July Committee meeting.

As part of its verification work, the independent third party interviewed several members of the Mission Committee to understand how they verify the execution of the mission objectives, trajectories, and resource allocation. They then carried out an audit of the indicators and a consistency check of the trajectories through interviews with contributors, an audit of data, and an analysis of the targets and trajectories' alignment with Danone's strategy and with the objectives.

During the Mission Committee meeting in March 2024, **Danone received a full verification opinion from the independent third party on the fulfillment of the social and environmental objectives**. The Mazars assurance report can be found on page 19 of this Mission Committee Report.



#5

DANONE'S SOCIÉTÉ À MISSION AGENDA PROGRESS TOWARDS 2025 TARGETS

HEALTH

Statutory objective: Impact people's health locally with a portfolio of healthier products, with brands encouraging better nutritional choices, and by promoting better dietary habits.

Operational objective	2025 Targets	2023 results (milestones met )
1 Provide better products for children's health	<p>KPI 1: >95% of volume sold of Dairy and Plant-Based Kids Portfolio will have ≤ 10 g total sugars/100 g</p> <p>KPI 2: >95% % of volume sold of formula milks with added sugar: ≤ 1.25 g/100 kcal for toddler milks intended for 1-3-year-olds ≤ 2.0 g/100 kcal for milks intended for 4-5-year-olds</p>	<p>62.2% of volume sold of Dairy and Plant-Based Kids with ≤ 10 g total sugars/100 g</p> <p>99% of volume sold of toddler milks for 1-3-year-olds with added sugars ≤ 1.25 g/100 kcal</p> <p>94.5% of volume sold of milks for 4-5-year-olds with added sugars ≤ 2.0 g/100 kcal</p>
2 Positively impact children's health	<p>KPI 1: 5 projects to address iron deficiency</p> <p>KPI 2: 3 projects to support women's choice of breastfeeding</p>	<p>2 projects to address iron deficiency/anemia</p> <p>1 project to support women's choice of breastfeeding</p>
3 Enable people to make informed nutritional choices	>95% of volume sold of Dairy and Plant-Based + Aquadrinks products with on pack/online interpretative nutritional information	40.5% of volumes sold of dairy, plant-based and Aquadrinks products with on-pack/online interpretative nutritional information

Following the implementation of baselines, management, and reporting systems for the three health operational objectives, 2023 was focused on deployment and implementation. Regional and local roadmaps were developed for each milestone, identifying and addressing gaps and blocking points. This allowed continued progress, confirming Danone's confidence in achieving its 2025 targets.

1 On **sugar reduction**, Danone met its first milestone, with 62.2% of the **volume sold of Dairy and Plant-Based products directed at children between 3 to 12 years old** containing a maximum of 10g of total sugars per 100g. In April 2023, Danone shareholders voted a resolution on group performance shares for 2023 including this objective as part of the performance conditions applicable to its directors and senior executives, including Danone's chief executive officer, thereby reaffirming its importance within Danone's priorities.



The company also met and outperformed its **milestone for toddler milks**, with 99% of the volume sold of toddler milks for 1-3-year-olds containing a maximum of ≤ 1.25 g/100 kcal added sugars. It was able to assure that 94.5% of the volume sold of milks for 4-5-year-olds contained a maximum of ≤ 2.0 g/100kcal of added sugars as well, outperforming its milestone of 70% thanks to the successful renovation of recipes of Indonesian brands.

② For its second operational objective – **to positively impact children’s health** – Danone implemented “impact-oriented projects” on two significant public health challenges: **addressing iron deficiency anemia in children and supporting women’s choice to breastfeed**. These dedicated projects must meet strict criteria. They are ambitious, innovative, and socially-oriented business projects, with the ambition to create measurable positive systemic change. These projects should deploy general interest activities addressing the key root causes of the issue, involve a coalition of relevant partners, and aim to develop both a sustainable model for lasting impact and indicators to track positive health outcomes at national scale.

Danone has set up two projects to address iron deficiency anemia, one in Indonesia and one in Malaysia, steered by a Danone cross-functional “Iron Impact Task Force” to ensure successful delivery. In both countries, around one-third of children suffer from iron deficiency anemia, which can lead to impaired cognitive development and poor academic performance; screening rates and preventive measures remain low. Therefore, Danone is working with relevant partners to help roll out non-invasive anemia screening for children, provide accessible daily nutrition, and raise awareness of the issue.

Danone has also initiated a project in Spain to support women’s choice to breastfeed, with Danone Ecosystem acting as a key partner in the project coalition. Acknowledging a 30% gap between the intention to breastfeed and the actual initiation rate in this country, the “Best Chance at Breast” project is designed to bridge this gap. Through the training of 50,000 healthcare professionals, 5,000 breastfeeding counselors, and various stakeholders, the project aims to provide support to 75,000 families on their breastfeeding journey. Ultimately, its overarching goal is to contribute to a 15% increase in the breastfeeding initiation rate in Spain.

③ Lastly, Danone made steady progress on its objective to **enable people to make more informed nutritional choices through interpretative nutritional information**. In 2022, the company conducted a thorough review of the regulation around interpretative information on pack and online in markets. In 2023, local business units developed roadmaps, which were discussed and validated by their local management, as well as by a global cross-functional Steering Committee bringing together Research & Innovation and General Secretary teams. As a result of this governance and leadership, Danone met its goal to have a 10% increase in volume with on-pack and/or online interpretative nutritional information vs. baseline – which equates to 40.5% of volume, putting the company on track to meet its 2025 target to have more than 95% of volume covered.

PLANET

Statutory objective: Preserve and renew the planet's resources by supporting regenerative agriculture, protecting the water cycle, and strengthening the circular economy of packaging across its entire ecosystem in order to contribute to the fight against climate change.

Operational objective	2025 Targets	2023 results (milestones met )
1 Drive climate action across our value chain	Danone's greenhouse gas reduction will exceed 8% (lf) for our scope 1,2, and 3 emissions (excl. use of sold products) vs. 2022 emissions	3.9% greenhouse gas reduction (lf) for scope 1, 2, and 3 emissions (excluding use of sold products) Enhanced holistic and integrated roadmap aligned with SBTi 2030 targets, across all functions, categories and Country Business Units
2 Make agriculture a solution	30% of key ingredients we source directly will come from farms that have begun to transition to regenerative agriculture	Tool deployed in all priority regions and across priority ingredients 38% of key ingredients sourced directly came from farms that have begun to transition to regenerative agriculture
3 Foster a circular economy of packaging	100% of cups designed for recyclability where formal collection systems exist	Collection infrastructure for PET and/or PS cups set up in France, enabling cups to be recyclable

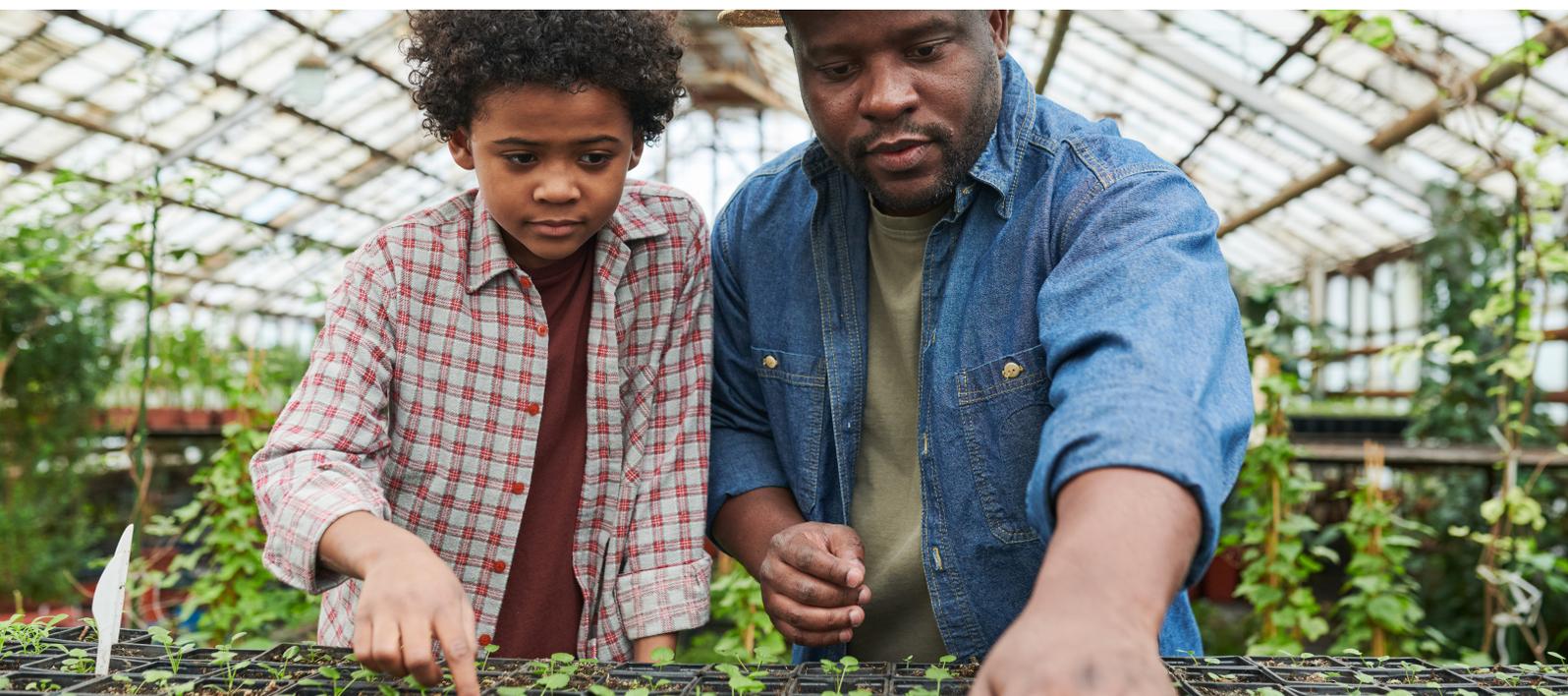
1 Danone made further strides to **drive climate action across its value chain** in 2023, with emissions reductions and progress made towards its 2025 *Société à Mission* target, and the publication of its Climate Transition Plan outlining its pathway to 2050.

Published in December 2023, the company's Climate Transition Plan outlines Danone's roadmap to reduce absolute emissions by 34.7% by 2030, compared to a 2020 baseline – a target approved by the Science-Based Targets initiative (SBTi). It also reiterates the company's commitment to net-zero emissions across its entire value chain with 2050 targets that were submitted to SBTi prior to the publication of this report. To achieve these goals, Danone is intensifying its efforts across eight programs, in its own operations but also across ingredient and packaging sourcing, with partners and suppliers, and through the innovation of low-carbon products and solutions. Its approach is aimed at addressing the integrality of emission categories, ensuring all parts of the business are mobilized.

Danone rolled out its roadmap aligned with SBTi 2030 targets across functions, product categories, and local business units. This ensured it achieved its 2023 *Société à Mission* milestone, achieving an average year-on-year greenhouse gas reduction of 3.9% (like for like) for scope 1, 2, and 3 emissions (excluding the use of sold products). Additionally, the objective to reduce greenhouse gas emissions was integrated into the conditions for awarding group performance shares to directors and senior executives, as voted at the April 2023 Danone Shareholders' Meeting.

2 In line with its **operational objective to make agriculture a solution**, Danone reviewed the scope of its 2025 target to source 30% of key ingredients directly from farms that have begun to transition to regenerative agriculture. This new, more ambitious scope is more inclusive of key agriculture raw materials, encompassing oats, strawberries, and sugar beets in France, and covering fresh milk collected from farms across Danone's whole business. It also aligns Danone's efforts with collective industry efforts to transition to regenerative agriculture. This revision was approved by the Mission Committee in July 2023.

Danone made steady progress and met its 2023 milestones for regenerative agriculture, deploying a tool to monitor sourcing for farms in priority regions including Latin America, Europe, North America, and Africa, and across priority ingredients including milk, fruits, soy, almond, and oat. The company also furthered collective industry efforts, notably by actively contributing to the Sustainable Agriculture Initiative (SAI) Platform's "Regenerating Together" framework for the transition to regenerative agriculture practices, released in September 2023. Through these efforts, and continued support and partnerships with farmers, 38% of key ingredients sourced directly by Danone in 2023 came from farms that have begun to transition to regenerative agriculture.



3 The third planet operational objective, to **foster a circular economy of packaging**, is a key priority for Danone. Recognizing the fundamental need to transform its packaging and drive the transition to a circular and low-carbon packaging system, Danone set out three clear targets in the Danone Impact Journey: use 100% reusable, recyclable, or compostable packaging by 2030 (up from 84% of packaging in 2022); halve the use of virgin fossil-based packaging by 2040, with a 30% reduction by 2030, accelerating reuse and recycled materials; and lead the development of effective collection systems to recover as much plastic as it uses by 2040.

Beyond these efforts towards circularity in its own packaging, the company also continued to advocate in support of a binding global treaty on plastics to spearhead progress and unlock solutions to systemic barriers.

Danone's *Société à Mission* 2023 milestone – a collection infrastructure for PET and/or PS cups set up in France, enabling cups to be recyclable – reflects the company's active involvement in supporting systemic, industry-wide solutions which are fundamental to achieving circularity in its own packaging.

In 2023, several initiatives aimed to improve the recyclability of PS and PET yogurt cups in France:

- On design for recyclability, a key goal was achieved with the release in June 2023 of Cotrep's guidelines confirming the recyclability outlook of PS cups in France, and the ongoing development of the right designs in PET cups.
- Danone is part of the PET 2025 working group, led by CITEO, a nonprofit working with businesses to reduce the environmental impact of packaging and paper. Danone was instrumental in co-financing work with CITEO on the guidelines for design requirements for recyclability of PET cups.
- On infrastructure for closed-loop recycling, CITEO announced the launch of the first closed-loop recycling activity for PET cups and trays. By combining innovative recycling technologies, most cups and trays used in France from 2025 will be recycled for reuse in food contact applications. There are three new sorting plants for hard-to-recycle packaging including cups: one that began functioning in May 2023 and two new ones that will become operational in 2024. Danone has been instrumental in this process, collaborating with recyclers through long-term offtake agreements in order to give visibility to the volume of recycled material to boost investments.

Danone is also very active in the establishment of international PET cup and tray recycling guidelines, being part of the "PET core" and RECYCLASS working groups. Danone is actively working through different research programs with the most advanced packaging suppliers to ensure the right design to foster recyclability of its PET cups.

At Danone, a roadmap has been validated at the global and European levels to continue the transformation of factory production lines from PS to PET (in France, Spain, and other countries) to improve the recyclability of its cups.

These efforts, along with support for collective solutions at industry and country levels, are key to meeting the company's *Société à Mission* 2025 target of having 100% of cups designed for recyclability where formal collection systems exist.



SOCIAL

Statutory objective: Entrust Danone's people to create new futures: building on a unique social innovation heritage, give each employee the opportunity to impact the decisions of the Company, both locally and globally.

Operational objective	2025 Targets	2023 results (milestones met )
<p>1 Enable inclusive and engaged workforce to support Danone's Mission and growth</p>	<p>Danoners will feel more empowered and engaged than their peers in similar companies, as measured by Danone People Survey (sustainable engagement above peers)</p>	<p>93% of Executives & Directors trained with the revisited culture element</p> <p>Action plans from Danone People Survey (DPS) developed by Topic Owners and local teams and implemented at global, local, and functional level</p> <p>Pulse or Light DPS launched to track progress with participation of 91%</p>
<p>2 Drive gender equity for Danoners and inspire greater gender balance in our industry</p>	<p>KPI 1: above 40% of our senior leaders globally identify themselves as women</p> <p>KPI 2: Close the gender pay gap for all Danone employees in the range of 3 points</p>	<p>Maintained above 40% of senior leadership globally that identify as women</p> <p>Developed specific actions for specific countries and functions to improve gender balance in senior leadership positions. Actions were on gender diversity in succession planning, recruitment, and specific development plans for women talents in specific functions like IT, Operations, and Sales</p> <p>Developed specific actions to improve gender balance in factory shopfloors, which were defined and deployed.</p> <p>Closed gender pay gap (managers and above) to 2.1 points</p> <p>Set up methodology to include all Danoners (not only managers) for gender pay gap tracking and measurement</p> <p>Leveraged our membership with EPIC (Equal Pay International Coalition) to share and learn best practices</p>
<p>3 Support Danoners life-long employability, especially those most at risk</p>	<p>KPI 1: 100% of our CBUs with eligible people have proposed Future Skills to employees and/or their representatives and 75% of beneficiaries will have secured their transition to a job of the future, internally or externally</p> <p>KPI 2: 80% of Manufacturing Danoners have completed at least one digital e-learning</p>	<p>Over 90% of beneficiaries of FutureSkills secured transition to a job of the future, internally or externally</p> <p>100% of our CBUs with eligible people proposed FutureSkills to employees and/or their representatives</p> <p>For digital e-learning: established baseline and reporting system based on the pilots in CBUs (Mexico, Spain, Belgium, Germany/Switzerland)</p>

1 Culture was a key focus for Danone in 2023 to achieve its objective to **empower and engage Danone employees – “Danoners”**.

In 2022, an extensive employee listening exercise – the Danone People Survey (DPS) – was conducted at Danone to gain insights on strategy, culture and values, and sustainable engagement. It confirmed the importance of key assets in the company’s culture, including its mission to “bring health to as many people as possible.” The survey identified key behaviors the company should endorse to contribute to the success of the Danone Renew strategy as well. The DPS also highlighted the importance of HOPE (Humanism, Openness, Proximity, Enthusiasm) values at Danone as 88% of Danone employees use them to make decisions daily.

In 2023, Danone developed action plans in response to the insights from the DPS and implemented them at the global, local, and functional levels. Danone’s revisited culture elements were deployed throughout the company

with leadership training and their integration into Human Resources processes and routines such as employee evaluation or talent acquisition. Danone met its 2023 *Société à Mission* milestone to train at least 90% of executives and directors, and also deployed an e-learning course in 15 languages to employees around the world. To date, over 25,000 Danone employees have completed this e-learning course on HOPE values and behaviors. In addition to values and behaviors, sustainability was identified as one of the topics that resonated most with Danone employees, according to the Danone People Survey.

Lastly, the company continued its consultation of employees to track progress through Light DPS with a participation rate of 91%, surpassing its goal thanks to an efficient global communication campaign that was activated in all Danone sites (HQs, factories, and supply points).





2 For its operational objective to **ensure gender balance**, Danone successfully achieved both 2023 milestones, with 43% of its senior leadership globally identifying as women and a gender pay gap of 2.1% for managers and above. This reflects continued and active efforts to **improve gender balance in senior leadership positions** in specific countries and functions, notably through succession planning, recruitment, and talent development. Additional measures were taken to improve gender balance in factory shopfloors: in California, USA, for example, a Danone local initiative in the “City of Industry” plant increased the number of women in front-line positions by 150% over two years.

Danone was able to **reduce its gender pay gap for managers and above** thanks to guidelines and training for all local country teams, as well as consistent tracking through annual salary reviews and hiring processes. To address the gender pay gap for all Danone employees, as per its 2025 target, Danone set up a methodology which is being rolled out globally. Finally, the company continued to engage and advocate externally: in September 2023, it committed with the Equal Pay International Coalition (EPIC) to promote fair and equitable pay practices, not just within the company but across the wider community.

3 In order to **support Danoners’ life-long employability**, especially those most at risk, Danone continued to propose its FutureSkills program to train and upskill employees for the jobs of the future. 100% of local business units with eligible people had the opportunity to offer FutureSkills to employees and/or their representatives. Of those employees that benefited from FutureSkills in 2023, over 90% secured their transition to a job of the future, internally or externally. In Turkey, Morocco, Germany, and Spain, workers were helped to upskill within their area of competence or reskilled to secure new positions and competences.

Additionally, Danone put in place a baseline and reporting system to facilitate e-learning and develop digital capabilities among its manufacturing employees. This included a pilot in four country business units: Mexico, Spain, Belgium, and Germany/Switzerland. With best practice from these pilots, Danone will roll out e-learning courses, with the aim to reach 80% of manufacturing Danoners in 2025.

INCLUSIVENESS

Statutory objective: Foster inclusive growth by ensuring equal opportunities within the Company, supporting the most vulnerable partners in its ecosystem, and developing everyday products accessible to as many people as possible.

Operational objective	2025 Targets	2023 results (milestones met )
<p>1 Protect the most vulnerable members of our value chain</p>	<p>80% in procurement spend coverage by Responsible Sourcing due diligence program (excl. raw milk as this is covered by regenerative agriculture)</p>	<p>69% of procurement spend covered by responsible sourcing due diligence program (excl. raw milk as this is covered by regenerative agriculture)</p>
<p>2 Provide safe drinking water to those in need</p>	<p>20 M people on average were reached daily with safe drinking water by our dedicated Danone Communities fund, Water Access Acceleration Fund (W2AF), and brands partnerships</p>	<p>Closing of the Water Access Acceleration Fund 12.7 M people on average were reached daily with safe drinking water by our dedicated danone.communities fund, W2AF (first investments by the fund), and brands partnerships Assessment of the deal flow following first year launch of the the W2AF</p>
<p>3 Be globally certified as a B Corp company</p>	<p>Global certification: 95% of employees covered by B corp certification Weighted average score of 80+ points Waters eligibility Danone SA certification</p>	<p>82.5% of net sales covered by B Corp certification</p>

To foster inclusive growth, Danone continued to act across its value chain and in local communities.

1 This includes **protecting the most vulnerable members of its value chain** and following the commitments laid out in Danone's Human Rights Policy published in 2022. At the heart of this engagement is Danone's responsible sourcing program RESPECT. It requires suppliers first to register and complete self-assessment questionnaires on the Sedex or Ecovadis platforms. Selected high risk or priority suppliers are then audited by a third party according to the SMETA methodology and, when necessary, Danone supports suppliers in developing corrective action plans.

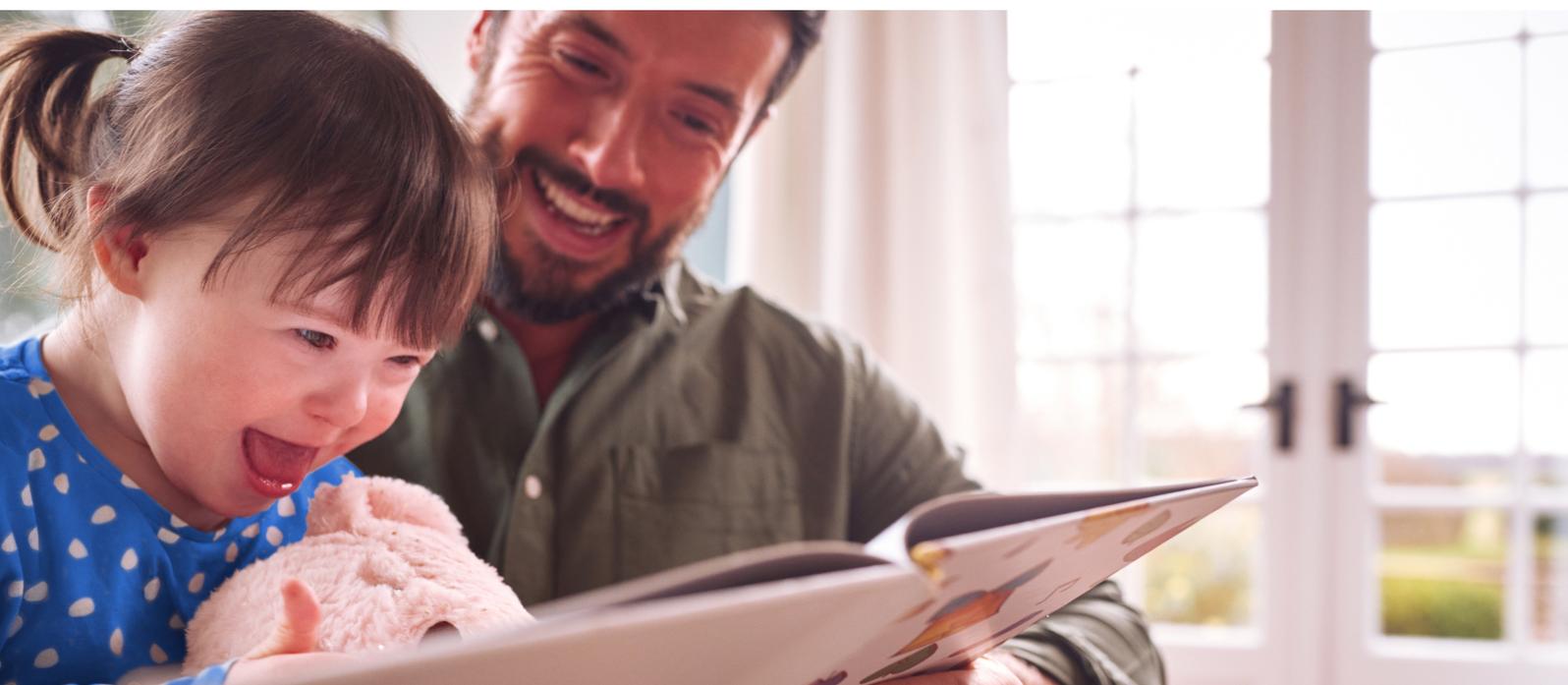
In 2023, 69% of Danone's procurement spend was covered by its RESPECT program. The objective for next year (2024) is to reinforce the due diligence approach by strengthening the risk screening stage and implementing alternative on-the-ground assessments, such as through worker feedback. This will support Danone on its journey to reach 80% by 2025.

2 2023 was also a fundamental year of progress for Danone's objective to **provide safe drinking water to those in need**. In March 2023, Danone and international impact investment manager Incofin launched the Water Access Acceleration Fund (the W2AF), the first impact fund dedicated to investing in businesses providing safe drinking water and targeting people living on less than \$8 purchasing power parity daily in Asia and Africa. The Fund's first closing was announced in March 2023, reaching €36 million in commitments from Danone and a range of investors including BNP Paribas, the U.S. International Development Finance Corporation (DFC), the Danish development finance institution IFU, Norfund, and the U.S. Agency for International Development (USAID).

In October 2023, the W2AF made its first investment of €7.5 million in Rite Water Solutions (India) Pvt. Ltd., a tech-backed company providing affordable drinking water in rural parts of India.

In December 2023, the European Investment Bank (EIB) confirmed a €10 million commitment to the W2AF, bringing the fund's total capital commitments to €51 million.

Through its social innovation fund, Danone Communities, Danone continued to grow social businesses currently enabling access to safe drinking water. It announced strategic investments in two such businesses: Aqua Clara, which offers household and community water filters in Kenya, and F-Cubed, which installs solar-powered distillation systems in Bangladesh. The businesses supported by the Danone Communities fund and the W2AF reached 12.7 million people daily on average with safe drinking water in 2023.



3 Lastly, Danone maintained its progress towards **achieving global certification as a B Corp**. 82.5% of net sales were covered by B Corp certification in 2023. This represents 68% of Danone employees. The company secured new certifications – including India, the Middle East, Greece, Malaysia, and Cambodia – and successfully secured recertifications, often with higher scores, such as Japan (+20 points). To date, over 50% of Danone's manufacturing sites across the world are covered by B Corp certification. Work continues to embed B Corp standards into the business, creating value and engaging local teams as well as categories and brands. Danone is working with B Lab on securing global certification for 2025 and strengthening standards through active participation in the public consultation on the evolution of B Corp standards.

REPORT OF THE INDEPENDENT THIRD-PARTY ORGANIZATION ON THE VERIFICATION OF THE FULFILMENT OF SOCIAL AND ENVIRONMENTAL OBJECTIVES

Period from January 1st, 2022 to December 31st, 2023

To the Shareholders's Meeting of Danone,

In our capacity as independent third-party organization, member of Mazars Group, Statutory Auditor of Danone (hereinafter the "Entity"), accredited by COFRAC Inspection under number 3-1095 (list of accredited sites and their scope of accreditation available on www.cofrac.fr), we have performed work to provide a report relating to the fulfillment of the social and environmental objectives in the scope of its status as a mission-led company (*société à mission*), as presented in the two reports of the Mission Committee¹ and relating to the period from January 1st, 2022 to December 31st, 2023, published on the website in application of the provisions of Article L. 210-10 of the French Commercial Code (Code de commerce).

CONCLUSION

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, nothing has come to our attention that causes us to doubt that, in the scope of its status as a mission-led company and at the end of the period covered by our verification:

- the Entity has achieved the operational objectives that it has defined, for each social or environmental objective retained in application of 2° of article L. 210-10 and included in its statutes, and that
- consequently, the Entity respects each of the social and environmental objectives that it has set itself, in line with its corporate purpose and its business with regard to its social and environmental challenges.

PREPARATION OF THE INFORMATION RELATIVE TO THE FULFILMENT OF SOCIAL AND ENVIRONMENTAL OBJECTIVES

The absence of a generally accepted and commonly used framework or established practices on which to evaluate and measure the information relative to the fulfillment of social and environment objectives permits the use of different, but acceptable, measurement techniques that may affect comparability between entities and through time.

Consequently, the information relative to the fulfillment of social and environmental objectives should be read and understood with reference to the procedures of the Entity (hereafter the "Guidelines"), significant elements of which are presented in the Mission Committee's report.

INHERENT LIMITATIONS IN PREPARING THE INFORMATION RELATIVE TO THE FULFILMENT OF SOCIAL AND ENVIRONMENTAL OBJECTIVES

Our independence is defined by the provisions of article L. 822-11-3 of the French Commercial Code and the profession's code of ethics. In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with the applicable legal and regulatory texts, ethical rules and professional doctrine.

The information may be subject to inherent uncertainty because of incomplete scientific and economic knowledge and due to the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used to prepare the information.

¹ Report of the 2022 Mission Committee published on April 5th, 2023 and report of the 2023 Mission Committee

THE ENTITY'S RESPONSIBILITY

The Entity is responsible for:

- setting up a Mission Committee responsible for drawing up an annual report in accordance with the provisions of Article L. 210-10 of the French Commercial Code;
- selecting or establishing suitable criteria and procedures for preparing the Entity's Guidelines;
- designing, implementing and maintaining internal control over information relevant to the preparation of the Mission Committee's report, and implementing as much internal control as it deems necessary to ensure that the information relative to the fulfillment of social and environmental objectives is free from material misstatement, whether due to fraud or error;
- preparing information related to the fulfillment of social and environmental objectives in accordance with the Guidelines and making it available to the Mission Committee.

It is the responsibility of the Mission Committee to prepare its report based on the information provided by the Entity regarding the fulfillment of its social and environmental objectives and to conduct any verification it deems appropriate.

These reports are attached to the management report of the Board of Directors.

RESPONSIBILITY OF THE STATUTORY AUDITOR, APPOINTED AS AN INDEPENDENT THIRD PARTY

Pursuant to Article R. 210-21 of the French Commercial Code, it is our responsibility, on the basis of our work, to provide a report expressing a limited assurance conclusion on the Entity's compliance with the social and environmental objectives that it has set for itself in the scope of its status as a mission-led company. We conducted our work in order to provide a reasoned opinion expressing a limited level of assurance on the historical, observed and extrapolated information.

As we have been engaged to form an independent conclusion on the information relative to the fulfillment of social and environmental objectives, we are not permitted to be involved in the preparation of the information as doing so may compromise our independence.

REGULATORY PROVISIONS AND PROFESSIONAL STANDARDS APPLICABLE

The work described below was performed in accordance with the provisions of Article R. 210-21 of the French Commercial Code and with the standards applicable to our profession in France relating to this engagement, as well as with the revised international standard ISAE 3000 (revised)².

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of Statutory Auditors. In addition, we have implemented a system of quality control including documented policies and procedures to ensure compliance with the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

MEANS AND RESOURCES

Our work was carried out by a team of 5 people between October 2023 and March 2024 and took a total of 25 weeks.

We conducted approximately ten interviews with people responsible for preparing historical information related to the fulfillment of social and environmental objectives, including in particular representatives from management and the members of the Mission Committee.

² ISAE 3000 (revised) - Assurance engagements other than audits or reviews of historical financial information

NATURE AND SCOPE OF OUR WORK

We planned and performed our work taking into account the risk of material misstatement of the information relative to the fulfillment of the social and environmental objectives that the Entity has set for itself as a mission-led company.

We consider that the procedures we performed based on our professional judgment allowed us to provide a limited assurance conclusion.

We obtained an understanding of the activities of the Entity within the scope of its status as a mission-led company, the formulation of its corporate purpose, and its social and environmental challenges.

Our work focused on:

- the consistency of the social and environmental objectives adopted pursuant to the second paragraph of Article L.210-10 of the French Commercial Code and stated in its bylaws, the corporate purpose of the Entity as specified in its bylaws (hereinafter the „Purpose”) and its business with regard to its social and environmental challenges; and
- the fulfillment of these objectives.

Regarding the consistency of the Entity’s objectives, Purpose and activity with respect to its social and environmental issues:

- We conducted interviews to assess the engagement of management and members of the Board of Directors with regard to the expectations of the main internal and external stakeholders concerned by the Entity’s activities.
- We assessed the processes put in place to structure and formalize this approach, based on:
 - information available within the Entity (e.g., minutes of Mission Committee meetings, exchanges with the Social and Economic Committee minutes of or material used in meetings with internal or external stakeholders, risk analysis);
 - the mission roadmap and the most recent Mission Committee report since the last audit;
 - where applicable, its publications (e.g., sales brochure, management report, integrated report, non-financial performance statement, website).
- In so doing, we assessed, taking into account the Entity’s business with regard to its social and environmental challenges, the consistency between:
 - the information collected;
 - the Purpose; and
 - the social and environmental objectives set out in the by-laws.

Regarding the fulfillment of social and environmental objectives, we asked whether operational objectives and key indicators for monitoring and measuring their fulfillment by the Entity at the end of the period covered by the audit for each social and environmental objective were in place, and whether the operational objectives had been achieved in line with the trajectories defined by the Entity.

To this end, we performed the following procedures:

- we read the documents prepared by the Entity to report on the performance of its mission, in particular the provisions specifying the operational objectives and the associated monitoring procedures, as well as the report of the Mission Committee;
- we asked the Mission Committee for its assessment of the fulfillment of social and environmental objectives and corroborated the information collected with the stakeholders’ perception of the Entity’s effects and impacts. In addition, we reviewed the analysis presented in the Mission Committee report of the results achieved by the end of the operational objectives in line with their defined trajectories, to enable us to assess compliance with the social and environmental objectives;

- we asked the Entity's Management about the financial and non-financial resources used to meet social and environmental objectives;
- we verified the presence in the Mission Committee's report of indicators consistent with the operational objectives and capable of demonstrating the positioning of the operational objectives in line with their defined trajectories;
- we assessed the adequacy of the resources used to meet the operational objectives in relation to their trajectories, with regard to the evolution of the business over the period;
- we verified the fairness of all these indicators and, in particular, we:
 - assessed the appropriateness of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability;
 - verified that the indicators cover the entire scope of the Entity's status as a mission-led company;
 - gained an understanding of the internal control procedures the Entity has put in place and assessed the data collection process implemented by the Entity to ensure the truthfulness of the indicators;
 - implemented analytical procedures and controls to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - implemented tests of detail, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out through verifications at the headquarters of the Entity and with a selection of entities, presented in Appendix 2, contributing to and representative of the scope covered by the status as a mission-led company, and accounts for between 22% and 100% of the data used for the calculation of the indicators;
 - assessed the overall consistency of the Mission Committee's report(s) with respect to our knowledge of the Entity and the scope concerned by mission-led company status.

The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional guidance of the CNCC; a higher level of assurance would have required us to carry out more extensive procedures.

The independent third-party organization,
Mazars SAS
Paris La Défense, March 20th, 2024

TRISTAN MOURRE
Sustainability Partner

Appendix 1 : Audited indicators

HEALTH

Statutory Objective: **Impact people's health locally with a portfolio of healthier products, with brands encouraging better nutritional choices, and by promoting better dietary habits.**

Operational objective 1: **Provide better products for children's health**

KPI 1 - % of volume sold of Dairy and Plant-Based Kids Portfolio will have ≤ 10 g total sugars /100g

KPI 2 - % of volume sold of formula milks with added sugar:
 ≤ 1,25 g/100 kcal for toddler milks intended for 1-3-year-olds
 ≤ 2,0 g /100 kcal for milks intended for 4-5-year-olds

Operational objective 2: **Positively impact children's health**

KPI 1 – Number of projects to address iron deficiency / anemia

KPI 2 – Number of projects to support women choice of breastfeeding

Operational objective 3: **Enable people to make informed nutritional choices**

% of volume sold of dairy, plant-based and Aquadrinks products with on pack/online interpretative nutritional information

PLANET

Statutory Objective: **Preserve and renew the planet's resources by supporting regenerative agriculture, protecting the water cycle, and strengthening the circular economy of packaging across its entire ecosystem in order to contribute to the fight against climate change.**

Operational objective 1: **Drive climate action across our value chain**

KPI 1 – Average year-on-year greenhouse gas reduction for scope 1, 2 and 3 emissions (excl. Use of sold products)

KPI 2 - Enhanced holistic and integrated roadmap aligned with SBTi 2030 targets, across all functions, categories and Country Business Units

Operational objective 2: **Make agriculture a solution**

KPI 1 - Tool deployed in all priority regions and across priority ingredients

KPI 2 - % of key ingredients sourced directly from farms that have begun to transition to regenerative agriculture

Operational objective 3: **Foster a circular economy of packaging**

KPI 1 - Collection infrastructure for PET &/or PS cups set up in France, enabling cups to be recyclable

SOCIAL

Statutory Objective: **Entrust Danone's people to create new futures: building on a unique social innovation heritage, give each employee the opportunity to impact the decisions of the Company, both locally and globally.**

Operational objective 1: **Enable Inclusive and engaged workforce to support Danone's Mission and growth**

KPI 1 - % of Exec & Directors trained with revisited Culture element.

KPI 2 - Action plans from Danone People Survey (DPS) developed by Topic Owners and Local teams and implemented at global, local and functional level.

KPI 3 - Pulse or Light DPS launched to track progress with minimum participation of 80%

Operational objective 2: **Drive gender equity for Danoners and inspire greater gender balance in our industry**

KPI 1 - % of senior leadership that globally identify as women

KPI 2 - Close gender pay gap (managers and above) in the range of 3 points

Operational objective 3: **Support Danoners life-long employability, especially those most at risk**

KPI 1 -

% of beneficiaries of FutureSkills have secured transition to a job of the future, internally or externally

% of CBUs with eligible people have proposed Future Skills to employees and/or their representatives

KPI 2 – Establishment of baseline & reporting system based on the pilots in CBUs (Mexico, Spain, Belgium, Germany and Switzerland)

Appendix 1 : Audited indicators

INCLUSIVENESS

Statutory Objective: **Foster inclusive growth by ensuring equal opportunities within the Company, supporting the most vulnerable partners in its ecosystem, and developing everyday products accessible to as many people as possible.**

Operational objective 1: **Protect most vulnerable members of our value chain**

% procurement spend coverage by responsible sourcing due diligence program (excl. raw milk as this is covered by regenerative agriculture)

Operational objective 2: **Provide safe drinking water to those in need**

KPI 1 - Closing of the W2AF (Water Access Acceleration Fund)

KPI 2 - Millions of people on average that were reached daily with safe drinking water by the dedicated danone communities fund, Water Access Acceleration Fund (First investments by the Fund) and brands partnerships.

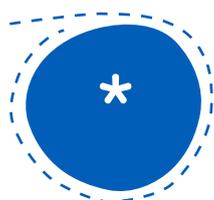
KPI 3 - Assessment of the deal flow following first year launch of the Water Access Acceleration Fund

Operational objective 3: **Be globally certified as a B Corp company**

% of net sales covered by B Corp certification

Appendix 2 : Audited entities

COUNTRY	CATEGORY	CBU Name
China	SN - ELN	Nutricia Early Life Nutrition (Shanghai) Co., Ltd
China	SN - ELN	Danone Nutricia Hong Kong Danone Nutricia Online Distribution Hong Kong
China	SN - AMN	Nutricia Pharmaceutical Wuxi Medical Sales
China	SN - AMN	Nutricia Trading (Shanghai Medical)
China	SN - AMN	Nutricia Medical Hong Kong SEA
China	Waters	DANONE WATER CHINA Mizone
Germany	SN	Danone Deutschland GmbH
Germany	EDP	Danone Germany
Japan	EDP	Danone Japan
Brazil	SN	Support Produtos Nutricionais Brazil Baby
Brazil	EDP	Danone Brazil Dairy
Thailand	SN	Danone Specialized Nutrition (Thailand) Co. Ltd
Poland	SN	Nutricia Polska/ Poland Baby
Spain	Waters	Font Vella
Morocco	Africa	Centrale Danone Site - Fkih Ben Saleh
Canada	EDP	Danone Canada Delisle
Mexico	EDP	Danone de Mexico
Belgium	EDP	Alpro NV
USA	EDP	Danone US LLC
France	Waters	SA Des Eaux Minerales D'Evian / Volvic
United Kingdom	SN	SN UK



SUMMARY TABLE: 2023 TARGETS & RESULTS

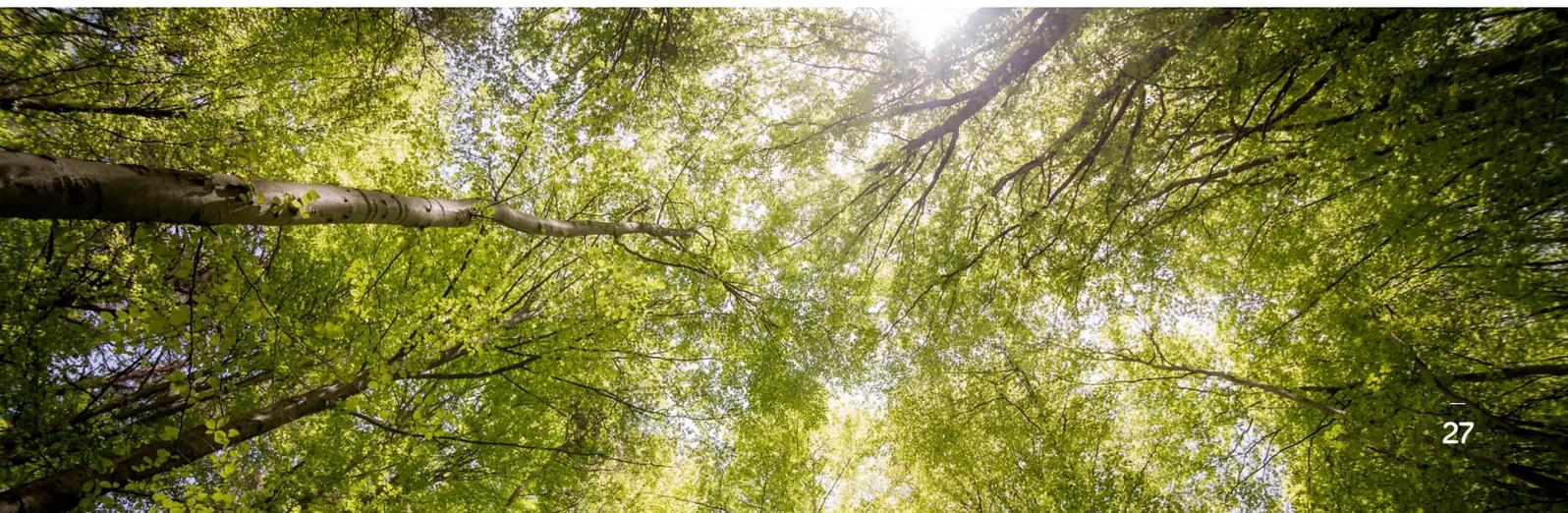


Statutory Objective: **IMPACT PEOPLE'S HEALTH LOCALLY** with a portfolio of healthier products, with brands encouraging better nutritional choices, and by promoting better dietary habits.

Operational objective	KPI	2023 milestone	2023 result	2025 target
1 Provide better products for children's health	KPI 1: % of volume sold of Dairy and Plant-Based Kids Portfolio will have ≤ 10 g total sugars/100 g	~60%	62.2%	> 95%
	KPI 2: % of volume sold of formula milks with added sugar: ≤ 1.25 g/100 kcal for toddler milks intended for 1-3-year-olds ≤ 2.0 g/100 kcal for milks intended for 4-5-year-olds	Maintain > 95% of vol. sold of toddler milks for 1-3-year olds with added sugars ≤ 1.25 g/100 kcal ~70% of vol. sold of milks for 4-5-year-olds with added sugars ≤ 2.0 g/100 kcal	99% of vol. sold of toddler milks for 1-3-year olds with added sugars ≤ 1.25 g/100 kcal 94.5% of vol. sold of milks for 4-5-year-olds with added sugars ≤ 2.0 g/100 kcal	> 95% of volume sold of formula milks with added sugar: ≤ 1.25 g/100 kcal for toddler milks intended for 1-3-year-olds ≤ 2.0 g/100 kcal for milks intended for 4-5-year-olds
2 Positively impact children's health	KPI 1: xx projects to address iron deficiency	At least 2	2 projects	5 projects to address iron deficiency
	KPI 2: xx projects to support women's choice of breastfeeding	At least 1	1 project	3 projects to support women's choice of breastfeeding
3 Enable people to make informed nutritional choices	KPI: % of volumes sold of Dairy and Plant Based + Aquadrinks products with on pack/online interpretative nutritional information	Reporting covers on pack and/or data + 10% of volumes vs 2022 baseline	40.5% of volumes sold of dairy, plant-based and Aquadrinks products with on-pack/online interpretative nutritional information	>95% of volumes sold of Dairy and Plant Based + Aquadrinks products with on pack/online interpretative nutritional information

Statutory Objective: **PRESERVE AND RENEW THE PLANET'S RESOURCES** by supporting regenerative agriculture, protecting the water cycle, and strengthening the circular economy of packaging across its entire ecosystem in order to contribute to the fight against climate change.

Operational objective	KPI	2023 milestone	2023 result	2025 target
1 Drive climate action across our value chain	Danone's greenhouse gas reduction will exceed 8% (1f) for our scope 1,2, and 3 emissions (excl. use of sold products) vs. 2022 emissions	Danone's average year-on-year greenhouse gas reduction will exceed 3% (1f) for our scope 1, 2, and 3 emissions (excl. Use of sold products) Enhanced holistic and integrated roadmap aligned with SBTi 2030 targets, across all functions, categories and CBU's	3.9% greenhouse gas reduction (1f) for scope 1, 2, and 3 emissions (excluding use of sold products) Enhanced holistic and integrated roadmap aligned with SBTi 2030 targets, across all functions, categories and Country Business Units	Danone's greenhouse gas reduction will exceed 8% (1f) for our scope 1,2, and 3 emissions (excl. use of sold products) vs. 2022 emissions
2 Make agriculture a solution	% key ingredients we source directly will come from farms that have begun to transition to Regenerative Agriculture (RA)	Tool deployed in all priority regions and across priority ingredients . 23% key ingredients we source directly will come from farms that have begun to transition to RA	Tool deployed in all priority regions and across priority ingredients 38% key ingredients sourced directly came from farms that have begun to transition to regenerative agriculture	30%
3 Foster a circular economy of packaging	% of cups designed for recyclability where formal collection systems exist	Collection infrastructure for PET and/or PS cups set up in France, enabling cups to be recyclable	Collection infrastructure for PET and/or PS cups set up in France, enabling cups to be recyclable	100%



Statutory Objective: **ENTRUST DANONE'S PEOPLE TO CREATE NEW FUTURES**: building on a unique social innovation heritage, give each employee the opportunity to impact the decisions of the Company, both locally and globally.

Operational objective	KPI	2023 milestone	2023 result	2025 target
<p>1 Enable inclusive and engaged workforce to support Danone's Mission and growth</p>	<p>Danoners will feel more empowered and engaged than their peers in similar companies, as measured by Danone People Survey (sustainable engagement above peers)</p>	<p>At least 90% of executives and directors trained with the revisited culture element.</p> <p>Action plans from Danone People Survey (DPS) developed by Topic Owners and local teams and were implemented at global, local, and functional level.</p> <p>Light DPS launched to track progress with minimum participation of 80%</p>	<p>93% of executives and directors trained with the revisited culture element</p> <p>91% of participation to a light DPS</p>	<p>Danoners will feel empowered and engaged, driving performance culture, as measured by Danone People Survey (sustainable engagement score is above peers)</p>
<p>2 Drive gender equity for Danoners and inspire greater gender balance in our industry</p>	<p>KPI 1: above 40% of our senior leaders globally identify themselves as women</p>	<p>Maintain that around 40% of our senior leadership globally identify as women</p>	<p>Maintained above 40% of senior leadership globally that identify as women.</p> <p>Developed specific actions for specific countries and functions to improve gender balance in senior leadership positions. Actions on gender diversity in succession planning, recruitment, and specific development plans for women talents in specific functions like IT, Operations, and Sales.</p> <p>Developed specific actions to improve gender balance in factory shopfloors, which were defined and deployed.</p>	<p>Above 40% of senior leaders globally who identify themselves as women</p>

Operational objective	KPI	2023 milestone	2023 result	2025 target
<p>2 Drive gender equity for Danoners and inspire greater gender balance in our industry</p>	<p>KPI2 : Close the gender pay gap for all Danone employees in the range of 3 points</p>	<p>Close the gender pay gap for all Danone employees in the range of 3 points</p>	<p>Closed gender pay gap (managers and above) to 2.1 points. Set up methodology to include all Danoners (not only managers) for gender pay gap tracking and measurement. Leveraged our membership with EPIC (Equal Pay International Coalition) to share and learn best practices.</p>	<p>Close the gender pay gap for all Danone employees in the range of 3 points</p>
<p>3 Support Danoners life-long employability, especially those most at risk</p>	<p>KPI 1: % of our CBUs with eligible people have proposed Future Skills to employees and/or their representatives and % of beneficiaries will have secured their transition to a job of the future, internally or externally</p>	<p>40% of beneficiaries of FutureSkills in 2024 have secured their transition to a job of the future, internally or externally 100% of our CBUs with eligible people have proposed FutureSkills to employees and/or their representatives.</p>	<p>Over 90% of beneficiaries of FutureSkills secured transition to a job of the future, internally or externally. 100% of our CBUs with eligible people proposed FutureSkills to employees and/or their representatives.</p>	<p>75% of beneficiaries will have secured their transition to a job of the future, internally or externally 100% of our CBUs with eligible people have proposed Future Skills to employees and/or their representatives</p>
	<p>KPI 2: % of Manufacturing Danoners have completed at least one digital <i>e-learning</i></p>		<p>For digital e-learning: Established baseline and reporting system based on the pilots in CBUs (Mexico, Spain, Belgium, Germany/ Switzerland)</p>	<p>80%</p>





Statutory Objective: **FOSTER INCLUSIVE GROWTH** by ensuring equal opportunities within the Company, supporting the most vulnerable partners in its ecosystem, and developing everyday products accessible to as many people as possible.

Operational objective	KPI	2023 milestone	2023 result	2025 target
1 Protect the most vulnerable members of our value chain	% in procurement spend coverage by Responsible Sourcing due diligence program (excl. raw milk as this is covered by regenerative agriculture)	60%	69%	80%
2 Provide safe drinking water to those in need	M people on average were reached daily with safe drinking water by our dedicated Danone Communities fund, Water Access Acceleration Fund, and brands partnerships (W2AF)	Closing of the W2AF 11.5 M people on average were reached daily with safe drinking water by our dedicated danone.communities fund, W2AF (First investments by the Fund) and brands partnerships. Assessment of the deal flow following first year launch of the W2AF	Closing of the W2AF 12.7 M people on average were reached daily with safe drinking water by our dedicated danone.communities fund, Water Access Acceleration Fund (First investments by the Fund) and brands partnerships Assessment of the deal flow following first year launch of the Water Access Acceleration Fund	20 M
3 Be globally certified as a B Corp company	Global certification: % of employees covered by certification Weighted average score of 80+ points Waters eligibility Danone SA certification	~80% of net sales covered by B corp certification	82.5% of net sales covered by B Corp certification	Global certification: 95% of employees covered by certification Weighted average score of 80+ points Waters eligibility Danone SA certification

Learn more:
www.danone.com



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ONE PLANET. ONE HEALTH