

5.5 HEALTH

Since its foundation, Danone has been committed to delivering health through food to as many people as possible by championing healthy eating and drinking habits. Health has been guiding product innovations, brand programs and portfolio choices, from the launch of the first yogurt, the introduction of new product categories and brands—such as *Activia*, *Alpro*, *Aptamil*, *Fortimel* and *Evian*—to the bold portfolio decisions taken in the last decades.

In 2021, Danone identified the “nutritional quality of overall product portfolio” and “product safety and quality” as two of its most

material issues through an outreach of 380 internal and external stakeholders (see section 5.1 *Introduction*).

In order to address these risks, Danone aims at impacting positively the health of more people, by encouraging healthier choices:

- through products: ensuring food quality and safety, nutritional quality and labelling;
- beyond products: using responsible marketing and communication, and enabling programs and partnerships.

ENSURING QUALITY AND FOOD SAFETY

Definition

Danone, because of its purpose and as an active player in the food and beverage industry in many countries, must always guarantee the safety and quality of its products to its consumers.

Governance

The Quality Food and Safety (QFS) strategy is defined and implemented by the Chief Food Safety Officer and the QFS SVP, which report both to the Chief Research & Innovation (R&I), Quality and Food Safety Officer, who is a member of the Executive Committee. Responsibility lies with:

- the Danone Food Safety (FS) department in charge of establishing and maintaining the Danone Food Safety Management System (FSMS), defining the highest food safety standards, maintaining, and assessing compliance and effectiveness of the whole system;
- the QFS function responsible of defining the quality standards and processes, then deploying and implementing the quality and food safety standards all along the value chain and at all levels of the organization.

The General Manager of each subsidiary is responsible for the compliance with applicable laws, regulations and Danone internal standards of the products released on the market.

Policies

Danone’s approach to QFS encompasses the entire value chain, from product design and supply to manufacturing, distribution, sale, as well as service to consumers and patients. It is replicated for each category, product and technology of the Group, and reflects:

- Danone’s QFS Commitments based on the four pillars (be trusted, be preferred, be efficient and be proud);
- Danone QFS Manual which describes the way its operates;
- Danone’s Food Safety Policy, which refers to a Group-wide FSMS aligned with ISO 22000 and FSSC 22000 operating guidelines.

The FSMS is based on 5 processes to drive QFS excellence and on tight connections with the scientific and regulatory ecosystem, and numerous collaborations and partnerships in the different regions:

- risk anticipation and surveillance: A risk anticipation process, involving Corporate, Businesses/Regions and subsidiaries, functions in an end-to-end approach identifying new food safety developments (science, analytical methods, regulations, and standards) by leveraging internal and external competencies and connections;

- standards set up: Danone not only abides by local and international regulations, but also goes beyond by defining its own Group food safety requirements based on the latest science & highest international standards. These Group Food Safety standards guarantee application of a single benchmark for all the Group’s products and technologies wherever they are sold or produced;
- scientific assessments using the most advanced science and the most updated risk assessment approaches which allow informed business decisions;
- compliance and performance rigorous evaluation of the whole system through:
 - audits: food safety audits of Danone manufacturing sites aiming to check compliance against internal standards and external food safety audit certification of manufacturing sites, third party manufacturers and suppliers against Global Food Safety Initiative (GFSI) recognized schemes,
 - end-to-end Key Performance Indicators reported quarterly, showing the Group’s performance from design to consumer, as cost of non-quality, product non-conformities, storecheck, consumer feedback.
- a continuous effort to build QFS capabilities across the organization (all functions, all geographies) and deploy the iCare program to strengthen its employees’ QFS Culture with a focus on the following priorities:
 - develop a consumer-first mindset,
 - engage all its employees on quality topics,
 - promote visible engagement by leaders and management,
 - ensure that QFS related requirements and messaging are consistent and easy to understand,
 - encourage employees to get involved and share ideas to improve performance.

Collaborative initiatives

In addition, and in order to fulfill its mission, the Food Safety department ensures tight connections with the scientific and regulatory ecosystem and maintains numerous collaborations and partnerships in the different regions (EU, US, China, ...) with standardization and certification organizations, academia, governmental & intergovernmental organizations, industry associations and peers. Hence, Danone is an active contributor to the GFSI, in which the Danone Chief Food Safety Officer is Vice-chair of the Scientific Committee.

Action plans

In 2022, FS and QFS Departments have continuously improved their management systems by:

- Strengthening the risk anticipation governance, fully cross functional and cross categories and setting up accordingly two governance bodies:
 - a Risk Anticipation Committee led by the Chief Research, Innovation, Quality and Food Safety Officer, that decides on mitigations plans to be implemented, official communications (positions / policies) to be prepared and secures related resources,
 - a Public Positions and Policies Committee led by the Chief Food Safety Officer that defines proactive and reactive positions papers as well as policies. Both documents once validated by the Executive Vice President General Secretary and the Chief Research, Innovation, Quality and Food Safety Officer are presented to the Executive Committee by their 2 representatives.
- Continuing to reshape the standards for full harmonization cross categories with a "risk-based approach" (new/reinforced requirements for QFS in Sourcing, Manufacturing, Co-Manufacturing and Logistics; Traceability, HACCP, harmonized Chemical/Microbiological FS Criteria for food contact materials, additives and flavors; Finished Products, Fermentation) and delivering numerous methods and tools to ease safe innovations and manufacturing;
- Deploying its new FS audits system aiming at better preventing FS issues and at stimulating continuous improvement towards excellence in all its factories with the implementation of an ambitious FS audits program with 72 audits completed (new process and governance, adoption of a new risk-based approach, upgrade of auditors' qualification, redefinition of the scoring rules and strengthening of a new algorithm to prioritize sites at risks);
- Implementing a global Product Non-Conformity Management program to reinforce and harmonize -cross category and cross regions- the fundamental processes, standards and governance to efficiently: (i) identify the root cause of the problem, (ii) define the corrective and preventive actions to put in place to address the issue, (iii) assure and develop expertise, and (iv) maximize learnings across a connected global multi-disciplinary network. This program is essential to drive consumer trust and enhance brand reputation, driving ways of working from reaction to anticipation and therefore reducing crisis and incidents;
- Developing data and digital tools to foster processes robustness and data driven decisions: In the past 3 years, Danone QFS has worked consistently on data & digital capabilities, with a full

program and roadmap covering the end-to-end value chain for better and more efficient processes, data access and therefore, supporting performance and data driven decisions. In 2022, progress was made accordingly to the Group roadmap on key domains such as:

- audits digitalization with a new solution implementation under pilot phase;
- traceability and transparency digital capabilities built and implemented in close collaboration with operations teams;
- new technology implementation to manage consumer conversations;
- amplification of the power of its food safety scientific and regulatory watch through artificial intelligence;
- development of its data analytics capabilities to support both local business and global visibility.
- expanding its learning and training internal offer on Food Safety in order to increase knowledge and competencies and supporting QFS Culture within Danone;
- reinforcing tight connections with the scientific and regulatory ecosystem, governmental and industrial partners through:
 - food safety collaborations with the best experts: in 2022, 3 scientific publications and 18 external interventions/ presentations to scientific seminars, workshops and conferences;
 - concrete results from strategic partnerships with Food and Agriculture Organization (FAO), China Food Safety Agency (CFSA), Mars and Mérieux NutriScience;
 - industrial leadership role at key organizations, e.g., GFSI, Safe Secure Approaches Field Environments (SSAFE), Specialized Nutrition Europe (SNE), Food Drink Europe (FDE), China Nutrition & Health Food Association (CNHFA), Food Industry Asia (FIA), etc;
 - annual Scientific Advisory Board (SAB) composed of well-known experts globally.

Outcomes

External certifications: Danone reached a site certification rate of 95% (93% in 2021). In 2022, 166 FSSC 22000 certification audits were conducted by independent certification bodies (190 in 2021) (see Production Site Food Safety scope, *Methodology Note*).

Internal audits: in 2022, the Global Food Safety Audit team conducted 72 in-house FS audits (50 in 2021) (see Production Site Food Safety scope, *Methodology Note*).

OFFERING CONSUMERS HEALTHY PRODUCTS

Definition

Impact people’s health locally is one of Danone’s strategic goals which is anchored in the objectives that the Group set as part of its *Entreprise à Mission* status. The Group has a healthier portfolio by choice and aims to create a positive impact on its consumers health. To do so, the Group works to evolve its product portfolio toward healthier food categories by reformulating and innovating on its product range while also drawing on its in-depth knowledge of public health concerns, eating habits and local cultural traditions.

Governance

The Health topic is supervised by the Chief Research, Innovation, Quality and Food Safety Officer; and a Chief Sustainability and Strategic Business Development Officer, both members of the Executive Committee.

- The Chief Research, Innovation, Quality and Food Safety Officer manages Danone’s science, innovation, quality and product superiority agenda across categories.
- The Chief Sustainability and Strategic Business Development Officer oversees the identification of sustainable growth opportunities and is in charge of the overall sustainability performance of the Group. The sustainability agenda includes Health, Nature and People & Communities topics. Specifically, the VP Health is responsible for the oversight of the health strategy and its performance.

At top level, the Global Sustainability Board acting by the Executive Committee’s delegation is a dedicated cross-functional forum to ensure a collective sustainability delivery. The mission of this board is among others to align on strategy and execution, set the

priorities of categories and countries, and govern execution of the sustainability strategy. At the local level, specific decision-making bodies are in charge of the translation of the health commitments and targets into specific and concrete procedures and rules.

The governance in place within Danone on health and nutrition topics is strengthened by the governance framework of the *Entreprise à Mission* status. The independent Mission Committee reviews and challenges the Group’s roadmap and progress particularly on sustainability subjects such as health and nutrition.

Policies, action plans and outcomes

The Group aims to be part of the solution by offering consumers healthy products and by making it easier for consumers to find and choose healthier options.

Improving the nutritional quality of the portfolio through innovation and reformulation

The first lever is the product portfolio: the Group continually works to improve the nutritional quality of its products to offer consumers healthy and enjoyable options. Danone applies its rich heritage in yogurt and fermentation, plant-based expertise, healthy hydration, and specialized nutrition knowledge to continuously innovate and make products that are tailored to needs, tastes, food cultures and lifestyles.

Danone is committed to provide general population and patients with high nutrition quality products. Therefore, the primary focus is the healthiness of its overall portfolio, which is continuously improved through innovation and reformulation that is based on strict nutritional standards. In line with this ambition Danone monitors the following KPIs:

AMBITION	KPI MONITORED IN 2022	ACTIONS AND 2022 OUTCOMES
Provide general population and patients with high nutrition quality products	Volumes sold corresponding to healthy categories	In 2022, 91% of product volumes sold are in healthy categories, showing a slight increase compared to 90% in 2021. The remaining 9% corresponds mainly to low-sugar drinks and occasional indulgence categories.
	Volumes sold from products rated ≥3;5 stars by Health Star Rating (HSR)	In 2022, 88.0% of product volumes sold scored ≥3.5 stars according to the Health Star Rating system. According to this system, any product that scores 3.5 stars or above can be confidently promoted as a healthy choice (See 5.10 <i>Methodology Note</i> for more details about this system).
	Volumes sold from products scoring A or B in Nutri-Score	In 2022, 89.3% of product volumes sold were compliant with Nutri-Score A or B, stable relative to 89.3% in 2021 (see Health and Nutrition scope, in 5.10 <i>Methodology Note</i>). In this system, the score is translated into a color-coded symbol using letters: A and B are generally considered as having a healthy score (See 5.10 <i>Methodology Note</i> for more details about this system).
	Volumes sold without added sugars	In 2022, 82% of product volumes sold had no added sugars, in slight decrease compared to 83% in 2021.
	Volumes of Dairy and Plant-Based products directed at children with ≤ 10 g of total sugars /100g	The Group is closely monitoring the nutritional quality of its products directed at children. In 2022, 58% of the volume sold of the Group’s Dairy and Plant-Based products directed at children between 3 to 12 year’s old, are aligned with the World Health Organization’s target of a maximum of 10g of total sugar per 100g.

In the latest Access to Nutrition global Index (ATNI), Danone was ranked first for the sub-category on Product Profile, recognizing the healthiness of the Group's portfolio in terms of nutritional quality of its products. Danone was also the only Group of the list to achieve the healthy threshold of 3.5 stars in HSR at portfolio level. At the same time, in 2022, Danone was confirmed as a member of the FTSE4Good Index calculated by FTSE Russell for the sixth consecutive year.

The Group has been working through the year in revising the standards and defining the scope and efforts that will be deployed to achieve the long-term objectives established as part of the *Entreprise à Mission* agenda. A particular focus will be put on the sugar content of the products targeting children, as Danone and the Mission Committee share the belief that the diets of these toddlers and children should be limited in sugars, and by reformulating their products, food companies have an opportunity to contribute

to reduce added sugars overconsumption. Objectives are set on the volume of products directed at young children and kids, with sugar content to be aligned with international standards set by the World Health Organization or the Codex.

Details of this work, including KPIs and targets, are disclosed in the 2022 Mission Committee Report.

Fostering healthier eating and drinking habits through transparent and informative labeling

The second lever is labelling: the Group aims to encourage better choices through transparent and informative labelling.

Danone believes that by providing transparent information through labelling, consumers and patients are empowered to make healthier choices. In line with this ambition, Danone monitors the following KPIs:

AMBITION	KPI MONITORED IN 2022	ACTIONS AND 2022 OUTCOME
Empower people to make informed food choices	Volumes sold providing nutritional information on the front of the packaging (FOP)	In 2022, 79.3% of Danone products displayed nutritional information on the front of their packaging (versus 97.0% in 2021). The decrease in this indicator is mainly explained by a larger reporting scope (see Health and Nutrition scope, in 5.10 <i>Methodology Note</i>).

As part of its long-term *Entreprise à Mission* objectives, the Group also aims to go one step further at empowering people to make healthy food choices by providing simple and science-based interpretative nutritional labeling for essential dairy, plant-based products and waters, either on their packaging or online.

Throughout the year, the Group has been working on further defining the scope, concrete procedures and rules that will be deployed to achieve the target. Details of this work are disclosed in the 2022 Mission Committee Report.

Focus – Accessible, affordable nutrition

As reflected in its purpose of “bringing health through food to as many people as possible”, Danone believes that accessible and affordable, nutritious food is a fundamental component of its strategy. As part of the Health pillar of its strategy, Danone aspires to foster inclusive growth for the most vulnerable partners in its value chain in collaboration with its social innovation funds.

The Group aims to expand healthy, affordable products to vulnerable groups based on targeted distribution models that make them more available. This can also be based or developed in partnership with local authorities and programs. For instance, in the United States, Danone North America offers many dairy and fortified soy products in school meal programs and through the food assistance WIC (Women, Infants and Children) program, and in 2022, as part of the White House Conference on Hunger, Nutrition, and Health, has committed to invest \$3 million by 2030 to improve access and affordability of nutrient-dense and health promoting products, especially for those in underserved communities through the support of the federal feeding programs (e.g., WIC, School Meals, and SNAP). In addition, Danone North America has worked closely with the White House, through Operations Fly Formula, and the Food & Drug Administration (US Department of Health and Human Services) to help address the formula shortage in the U.S. Danone significantly ramped up its production across its manufacturing

facilities and plans to export a total of ca 39 million 8-ounce bottle equivalents from across its brands into the US market, especially from *Aptamil* (Europe's #1 baby formula brand) and *Neocate*, specialized hypoallergenic medical foods, to supply retail shelves and medical distributors across the U.S.

In 2022, Danone continued to support the populations most affected by the successive sanitary or economic crises happening over the last 3 years. At the local level, this involved (i) studying the socio-economic pyramid and (ii) determining the right price positioning to make safe drinking water and healthy and nutritious food accessible. In 2022, 55% of Danone's entities had at least one healthy product in their portfolios targeting lower-income populations or a plan to expand access (see *Danone Way* scope, in 5.10 *Methodology Note*). For example, in Argentina, the brand *La Serenissima Clasico* was specifically designed to make the essential and core products more affordable to customers.

Danone also builds its strategy on innovative partnerships, with support from several of its social funds. These include (i) Danone Communities, which invests in equity in social businesses in three fields: access to safe drinking water, access to healthy local nutrition and access to sustainable food systems, and (ii) the Livelihoods Fund for Family Farming, which helps smallholders become more resilient and develop subsistence farming strategies that improve their diets.



ACTING BEYOND PRODUCTS TOWARDS HEALTHIER DIETS

Responsible communication

Definition

Danone's goal is to ensure responsible marketing and communications for all. In particular, it is committed to ensuring that its communications are honest, not misleading, and do not condone or encourage harmful or unbalanced behaviors with claims having a sound scientific basis to promote healthier habits.

Governance

Under the process described above, the General Manager of each subsidiary is responsible for ensuring that a specific process for approving communications at local level is in place and is properly implemented, involving relevant functions.

Responsible Marketing Policy is overseen globally by the Vice President Public Affairs reporting to the General Secretary who is a member of the Executive Committee.

Policies

Danone's portfolio is mainly healthy. In 2022, 91% of the product volumes sold were considered in healthy categories: 89.3% were Nutri-Score A or B, and 88.0% scored more or equal than 3.5 stars, which is the healthiness threshold according to the Health Star Rating system. Therefore, the majority of Danone's marketing budget is spent on healthy products.

Danone is committed to the International Chamber of Commerce Framework for Responsible Food and Beverage Marketing Communications in all its marketing communications.

With regard to children under the age of 13, Danone applies the rules detailed in its Pledge on Marketing to Children (see Action Plans hereafter).

To ensure the greatest transparency and the highest level of compliance, Danone decided to embed its commitments at local level. In 2022, 79% of entities have monitored their compliance with the Marketing to Kids pledge or Breast Milk Substitutes pledge. In case of non-compliance, they have established a process to rectify their practices (see Danone Way scope, in 5.10 *Methodology Note*).

As a founding member of the EU Pledge, and a signatory to the International Food and Beverage Alliance's (IFBA) Global Policy on Responsible Marketing Communications to Children, Danone also participates in voluntary pledges at local levels, wherever such programs are compatible with the Danone Pledge. In most of the countries involved, compliance with this pledge is certified by an external agency.

To ensure operational monitoring of its commitments, an internal validation of communication policy, applicable to all Categories, has been developed to guarantee the conformity and scientific accuracy of the health and nutrition claims in Danone's communications.

Action plans

Responsible communication and marketing to children

The following principles apply globally to Danone marketing communications to children under the age of 13:

- Marketing communications directed to children below 13 years of age can only be for products that achieve the Danone Pledge Nutrition Criteria, which take precedence over any voluntary local standards that are less stringent. The details of the measures taken, including with respect to the use of influencers and licensed characters on packaging and at points of sale, are set out in the Danone Pledge on marketing to children (see Danone's website for more information);
- Danone uses its brands to promote healthy hydration habits and make plain water more appealing to children. It does not market its aquadrinks range to children under the age of 13;
- More generally, Danone is further committed to complying in all of its communications to consumers with the Codes of the International Chamber of Commerce (ICC) which includes no undermining of parental authority, no suggestion of a sense of urgency, no encouragement of pester power or unhealthy lifestyles and no misleading of children using fantasy.

The Danone Pledge principles and provisions constitute the foundation and the minimum requirements for Danone marketing communications to children under the age of 13. Local Danone commitments can go further: e.g. in Spain, Danone marketing communications directed to children below 13 years of age can only be for dairy products that meet the World Health Organization's (WHO) EU nutritional criteria for total sugar content.

Outcomes

In a 2022 audit conducted by Ebiquity for the EU Pledge in France, Germany, Italy, Poland and Spain, Danone's television advertising was found to be 98.6% compliant with the EU Pledge criteria.

In a 2022 audit conducted by IFBA in Colombia, Japan and South-Africa, Danone's television advertising was found to be 97% compliant with the IFBA Pledge.

In a 2022 audit conducted by Ebiquity for IFBA in Australia and Germany, Danone's digital advertising was found to be 100% compliant with the IFBA Pledge criteria.

Marketing of breast milk substitutes

Definition

Danone's mission of bringing health through food is at the heart of all its strategic choices. Danone recognizes that the right nutrition during a baby's first 1,000 days is crucial for its lifelong health, which is why the Group focuses on giving babies the best nutritional start in life. Breastfeeding is key for this, and like the World Health Organization (WHO) Danone believes that it must be protected and promoted. Danone offers breast milk substitutes to parents who cannot or choose not to breastfeed exclusively, notably by practicing responsible marketing. The Danone Policy for the Marketing of Breast-Milk Substitutes (BMS Policy) is the Group's minimum global standard and Danone follows local legislation whenever the latter is more demanding.

Governance

The ultimate responsibility for the implementation of this BMS Policy lies with the Chief Executive Officer ("CEO") of Danone S.A. The responsibility for the management, implementation and monitoring compliance with this Policy is delegated by the CEO of Danone S.A. to the President of Specialized Nutrition – who is a member of the Danone Executive Committee, and who delegates day-to-day responsibility for implementation and monitoring of this BMS Policy in the subsidiaries to the General Managers. Issues related to breast milk substitutes are under the responsibility of the Compliance Department within the Specialized Nutrition Category. This department reports to the Global General Counsel (Legal, Regulatory and Compliance) within the office of the General Secretary, ensuring independence from the operating teams.

Danone publishes an annual report detailing its compliance with the Danone Policy for the Marketing of Breast-Milk Substitutes. The Group is committed to doing better every year and everywhere it operates. It transparently reports its progress in responsible marketing of baby formula based on independent external assessments and its own monitoring.

Each year, this report, including the internal Annual BMS Summary report, is shared with Danone's relevant governance bodies and executive management teams, including the CSR Committee of the Board and the Board of Directors, the president of Danone Specialized Nutrition or and the Danone General Counsel.

Policies

Danone supports the WHO international public health recommendation calling for exclusive breastfeeding in the first six months of a baby's life and continued breastfeeding up to the age of two and older, in conjunction with the introduction of safe, appropriate complementary foods. Danone acknowledges the importance of the WHO International Code of Marketing of Breast milk substitutes and subsequent relevant World Health Assembly resolutions.

Danone also published a position paper on Health and Nutrition during the first 1,000 days of life, from the first day of pregnancy until the age of two, based on two convictions:

- breastfeeding must be protected and promoted;
- mothers, infants and young children must receive the best possible nutrition.

As part of its BMS Policy, the Group has deployed strict rules at the global level: no Danone subsidiary may advertise or promote breast milk substitutes for babies under six months, even if local law allows it. In accordance with the breast milk substitutes criteria of the FTSE4Good Index, in countries classified as higher-risk, Danone has voluntarily extended its BMS policy to infants up to 12 months of age, which may go beyond local legislation.

This policy applies to all Danone employees and contracted partners involved in the marketing, distribution, sale, or governance of the affected products and/or related education programs. Danone was the first group with a global policy, applicable in all the countries it operates, on marketing breast milk substitutes from birth to six months of age.

Whether working at global or local level, Danone supports (and does not undermine) the WHO's and other agencies' and governments' efforts to develop and implement the World Health Organization's International Code of Marketing of Breast Milk Substitutes (WHO Code) in national legislation.

In 2020, together with UNICEF and several civil society organizations, WHO published a Call to Action for companies that manufacture BMS to publicly commit and take steps toward full worldwide compliance with the International Code of Marketing of Breast Milk Substitutes (WHO Code) by 2030. Danone reaffirmed its support for the aims and principles of the WHO Code by providing a response to this BMS Call to Action. In its response, Danone set out a clear program, made commitments encompassing, amongst others, a new approach to product differentiation and Health Care Professionals (HCP) engagement, and developed a roadmap for promoting, protecting and supporting breastfeeding over the next 10 years. In 2021, the Danone Nutricia Campus, an open science and educational platform for HCP, went live.

Action plans

Every year, Danone appoints an independent third party to conduct three market-based assessments of its breast milk substitute marketing practices; the summary report is publicly accessible on Danone.com. Additionally, the Group publishes an annual report on BMS Policy management and compliance, which includes:

- a summary of the external audits and checks for the previous year;
- alleged non-compliances with its BMS Policy framework;
- action plans to address such non-compliances.

Danone commits to effective communication and provision of training, including rolled out e-learning training on its BMS Policy, which is accessible to all employees and external partners and has been translated into 13 languages. Additionally, an in-depth e-learning for all its marketeers working in the field of baby formula was further implemented in 2022. In 2022 the journey continued by introducing the mandatory e-learning on BMS Marketing targeted to Corporate Affairs, Public Affairs and the Communication team involved in BMS Marketing activities.

For the third-party stakeholders, such as retailers and distributors, a toolkit was created to increase the awareness around responsible marketing of baby formula, as well as an e-learning regarding responsible marketing of baby formula.

During 2022 Danone's internal auditing team also started using a new control specifically on the responsible marketing of baby formula: DANGO BMS-1 control.

Programs and partnerships to impact health

Danone believes that in order to effectively support consumer's and patients health, solutions and actions beyond providing healthier product portfolio are needed, ones that enable making healthy eating and drinking a commonplace. Supporting consumers in adopting healthy, sustainable eating and drinking behaviors requires collaborating with other organizations on projects and initiatives, and orchestrating a healthy diet ecosystem through a multi-stakeholder approach. This approach involves a variety of partners such as NGO, HCPs, researchers, dieticians, but also suppliers, retailers, cross-industry associations and institutions.

As part of this ambition, and in line with its *Entreprise à Mission* 2025 objectives, Danone is working on designing and implementing collaborative impact-projects. These are ambitious, innovative, socially-oriented projects that aim to develop a sustainable model for lasting impact, contribute to systemic change and create measurable positive health outcomes in the countries where they operate. Such

Outcomes

In 2022, 6,171 employees were trained on the BMS Policy (versus 5,858 in 2021). Danone changed its methodology in 2021 in terms of tracking the number of employees trained. Instead of tracking over a two-year period for 2020 and before, the Groupe now tracks only over the corresponding one-year (see section 5.10 *Methodology Note*). In 2022, Danone continued its journey in progressively rolling out e-learning trainings, which contributed to the high number of trained employees.

The Access to Nutrition Index (ATNI) ranked Danone first for the sub-category on marketing of breast milk substitutes and complementary foods, for the second year in a row.

In 2022, Danone was confirmed as a constituent member of the FTSE4Good Index Series calculated by FTSE Russel for the sixth consecutive year, FTSE4Good is a global responsible investment index series, measuring performance of companies across Environmental, Social and Governance practices. Danone has met the inclusion ESG criteria of about 200 indicators and about 25 specific BMS marketing indicators. Danone chooses to be in the index.

In 2022, Danone SA, a component stock of leading sustainability indexes scoring 68% under the ATNI BMS/CF Index 2021, was found to be meeting and exceeding the minimum B Corp threshold requirements of 55% for companies listed on the ATNI index as part of the new updated standards for companies involved in the Marketing of Breastmilk Substitutes which have been approved by B Lab's Standards Advisory Council.

At the end of 2022, 74.2% of all businesses of Danone S.A., in sales value, are covered by B Corp certification.

impact projects are co-created and implemented with independent expert organizations.

In 2022, Danone made a commitment to facilitate impact-projects under 2 public health themes:

- to support women's choice to breastfeed and
- to address iron-deficiency anemia.

These projects may be supported by Danone Ecosystem, via co-funding, project management and co-creation expertise as well as impact measurement to strengthen long-term systemic, social impact.

Throughout the year, the Group has been working on an internal mapping of existing impact projects as well as project plants, pilots and expansion prospects across geographies and setting up quantitative 2025 targets. Details of this work, including targets are disclosed in the 2022 Mission Committee Report.