



DANONE IMPACT JOURNEY

UK & Ireland
Progress Report 2024-25



Welcome to Danone UK & Ireland’s 2024-25 Progress Report

The Danone Impact Journey underpins our mission to bring health through food to as many people as possible. Focused on three key pillars – Health, Nature and People and Communities – it provides a framework for delivering a positive impact and, in turn, helps us build a sustainable and resilient growth model. Globally, we recognise that social and environmental issues are interconnected and tackling both is critical to our longevity and performance.

Danone’s global Impact Journey goals focus our efforts on where we can make the most significant contribution. Informed by a local materiality assessment, we have set additional KPIs for the UK & Ireland. This report shares our progress across both our global and local priorities over the last year.

🔗 For more details about our commitments, approach, and progress to date on each of our goals, visit our website www.danone.co.uk



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IN CONVERSATION WITH OUR UK & IRELAND PRESIDENT

OUR PURPOSE IN ACTION



“
The Danone Impact Journey is firmly embedded in the business and we’ll keep challenging ourselves on where we can go further.”

JAMES MAYER
PRESIDENT, DANONE UK & IRELAND

Q DANONE HAS OVER 100 YEARS OF HEALTH AND NUTRITION EXPERTISE, HOW DO YOU LEVERAGE THIS TO MAKE A DIFFERENCE?

A Our goal is to help consumers and patients of all ages achieve better health through better nutrition. Science is at the core of what we do, enabling us to support people through all phases of their lives. Whether it be to meet the unique nutritional needs of infants, including those with allergies, or to develop great tasting yogurts that deliver benefits for gut health. But it doesn’t stop there. Our extensive research and development underpins our medical nutrition products, which contain tailored nutrients to support patients with long-term conditions or during treatment. Encouragingly, decades of research in plant protein has also allowed us to introduce plant-based medical nutrition products that provide the same nutritional benefits for patients, while reducing our environmental impact.

Q WHAT HAVE BEEN YOUR MOST MEMORABLE HIGHLIGHTS FROM THE LAST YEAR?

A I’m always excited to offer new products that support our Impact Journey goals and meet the needs of our consumers and patients. In the UK, we launched our Kefir and Skyr yogurt ranges which are aligned with our health commitments. In Ireland we introduced Alpro Plant Protein and expanded the GetPro range, bringing the benefits of protein to more consumers. I was proud to start using 100% British oats for our popular Alpro oat drink, supporting British farmers. And we’re helping tube fed patients move to reusable bottles, reducing deliveries and freeing up storage in their homes.

We’re continuing to advocate for action to create a healthier food system. I was honoured to be one of just three representatives from the food industry to provide evidence to the House of Lords Food, Diet and Obesity Committee, where I shared our journey to become a food business focussed on health and how greater transparency from the industry can encourage availability of healthier products.

As a UK & Ireland Executive team our focus is on creating a culture where everyone feels included and I have been delighted to see the growth of our Employee Network Groups.

Q HAVE YOU FACED ANY CHALLENGES, AND WHAT HAVE YOU LEARNED FROM THESE?

A Like many businesses, delivering our near-term science-based carbon targets is challenging, but vital. We’ve made good progress globally in 2024 but know there is more to do in areas like decarbonising dairy. There are real concerns from farmers about the responsibility and cost of the climate transition. That’s why we are working in partnership with our suppliers, such as our Irish dairy ingredient suppliers, to reduce carbon emissions and build farming resilience.

The current linear packaging and waste system creates challenges to delivering circular packaging. We supported the successful launch of a Deposit Return scheme for beverage containers in Ireland last year. We are using our learnings to work with the wider industry in the UK to establish a similar scheme.

Q TWO YEARS INTO THE IMPACT JOURNEY, HOW IS IT BECOMING PART OF EVERYDAY LIFE?

A Our Danone Impact Journey is a key part of strategic decision making and something we discuss regularly as a leadership team.

It’s also embedded in our product innovation and renovation process. We challenge ourselves to ensure that new products, or product changes, support our health commitments and sustainable packaging requirements.

We’re empowering and upskilling teams to take ownership for driving our Health, Nature and People & Communities priorities. We’ve trained our marketing and sales teams on health and sustainability and the leadership team is driving achievement of our volunteering goals. The Danone Impact Journey is firmly embedded in the business, and we’ll keep challenging ourselves on where we can go further, working with our suppliers, customers and partners.

HIGHLIGHTS FROM OUR IMPACT JOURNEY

HEALTH

Launched new healthy products in the UK, including **ACTIVIA KEFIR** and **DANONE SKYR**. Expanded our **GETPRO** range and introduced **ALPRO PLANT PROTEIN** in Ireland

Maintained above **90%** dairy, plant-based and beverages sales from non-HFSS products (not high in fat, salt, sugar)



Gave evidence to **HOUSE OF LORDS SELECT COMMITTEE ON FOOD, DIET AND OBESITY**, advocating for action from industry and UK government



Fortified Alpro oat drinks with iodine in addition to calcium, **VITAMIN D AND B2** to support nutritional needs



PUBLISHED INTERPRETATIVE NUTRITIONAL INFORMATION ONLINE for all our dairy, plant-based and aqua drinks products



NATURE

Reduced methane emissions from global fresh milk supply

25% since 2020



Produced **100%** recycled plastic bottles for our full evian and Volvic ranges



PILOTED EVIAN NATURAL MINERAL WATER REFILL SOLUTION for spectators at The Championships, Wimbledon in 2024



Moved to **100%** British oats for Alpro Oat Original & No Sugars 1L drinks, reducing carbon footprint by 25% and water use by 70%



Launched the **FIRST PLANT-BASED TUBE FEEDING PRODUCT** – lower carbon whilst maintaining efficacy






PEOPLE & COMMUNITIES

Recertified as a B Corp with an increased score

-101.4 (+11.2)




500,000 meals donated since our partnership with FoodCloud in Ireland began in 2023




SUPPORTED PUBLICATION OF A FOODCYCLE REPORT demonstrating the health impact of community dining



Embedded Employee Network Groups (ENGs) with **27%** of Danoners being part of an ENG





OUR YEAR IN REVIEW

We are committed to transparently reporting on our progress. The following sections take a closer look at each of the three pillars of our Danone Impact Journey, highlighting where we’re doing well while holding us accountable on the areas where we need to improve.¹

We recognise that this is a continuous journey of improvement so that we can keep making a positive impact on the health of people in the UK & Ireland, on the lives of our employees and communities, and on the planet.

¹ The KPI performance results in our report are applicable to the UK & Ireland selling business unit and cover the 2024 calendar year, unless otherwise stated. The business unit incorporates specialised nutrition, plant-based, dairy and beverages product categories sold in the UK & Ireland. It doesn’t extend to manufacturing sites which are part of Danone’s global management structure.

“

With the combined passion and expertise of our 2,400 Danoners in the UK & Ireland we are making progress across the Danone Impact Journey. From supporting individual patients to have a better quality of life to launching innovative new solutions that promote health and sustainability, every action has an impact and enables us to deliver our purpose.”

JAMES MAYER
PRESIDENT, DANONE UK & IRELAND



Our products

SPECIALISED NUTRITION



Early Life Nutrition



Medical Nutrition

BEVERAGES



PLANT-BASED



ESSENTIAL DAIRY





HOW WE ARE DELIVERING ON HEALTH

Our ambition

We aim to support people’s health, through better nutrition, across their lifespan. This includes tackling healthy eating, malnutrition and obesity in the UK & Ireland, one of the most significant ways that we can use our business as a force for good.

“
At Danone, we’re proud to offer a broad portfolio of high quality, tasty and nutritious consumer and medical nutrition products grounded in science and tailored to the specific needs of people living in the UK & Ireland. Through this, we can play a meaningful role in delivering positive health benefits and addressing key public health challenges, such as obesity and malnutrition.”

NIAMH BRANNELLY
HEAD OF NUTRITION, DANONE UK & IRELAND



In this section

| OUR GOALS | HOW THEY SUPPORT OUR AMBITION |
|--|---|
|  OFFER TASTIER AND HEALTHIER FOOD AND DRINKS | We continue to reformulate and innovate with our products to offer healthy, tasty options in line with our commitment that at least 90% of our products will not be HFSS (high in fat, salt or sugar). ² |
|  PROMOTE HEALTHIER CHOICES | We engage with patients, caregivers, policy makers and the public to build understanding of healthy nutrition and awareness of malnutrition. We make sure our labelling is easy to understand and act responsibly when it comes to the marketing of our products, including baby formula. |
|  PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE | One of the best ways to support patient outcomes and tackle key health issues for consumers is through nutrition. We fortify our products to help address nutritional deficiencies, and develop innovative solutions to support specific medical needs. |
|  INVEST IN NUTRITION AND HYDRATION SCIENCE AND RESEARCH | Our scientific research helps to advance understanding of nutrition and hydration with a specific focus on gut health, child health, malnutrition, immunity and allergies. |

[Read more p7](#)

2 Commitment applies to essential dairy, plant-based and beverages categories.

OUR HEALTH KPIS AND PERFORMANCE

OFFER TASTIER AND HEALTHIER FOOD & DRINKS



GLOBAL KPI:
Maintain **≥85%** of our portfolio by sales volume rated **≥3.5** stars by Health Star Rating

2024 UK & Ireland performance:
87%

We've maintained a high percentage of products rated over 3.5 stars by Health Star Rating.



GLOBAL KPI:
Maintain **>95%** Kids dairy and plant-based **≤10g** total sugars/100g

2024 UK & Ireland performance:
100%

We're still at 100% – exceeding our target with our Actimel Kids range at 8.5g/100ml sugar, specifically tailored for children with lower sugar than our core Actimel range.



GLOBAL KPI:
Maintain **>95%** vol toddlers milk (1-3yo) **≤1.25g** added sugars/100kcal by 2025

2024 UK & Ireland performance:
72%

We continue to closely monitor the amount of added sugars in our toddler milks. 100% of our specialised nutrition portfolio is already below 1.25g added sugar and we continue to reformulate our plant-based portfolio to reduce sugars.³



KPI:
Maintain **≥90%** of our portfolio by sales volume rated non-HFSS

2024 UK & Ireland performance:
98%

We've kept our focus on making our innovations and renovations non-HFSS. Our portfolio does include some indulgent products which are designed for occasional consumption.

UK & IRELAND KPI



KPI:
Never produce a product for children that is HFSS

2024 UK & Ireland performance:
100%

We'll never make a HFSS product for children, this is our ongoing commitment.

PROMOTE HEALTHIER CHOICES



GLOBAL KPI:
>95% volume sold on dairy, plant-based and aqua drinks products with on pack/online interpretative nutritional information by 2025

2024 UK & Ireland performance:
100%

We've added nutritional information based on the multiple traffic light and Health Star Rating systems to our brand websites to help consumers make informed choices.

PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE



GLOBAL KPI:
Maintain **≥85%** vol kids dairy fortified with relevant vitamins & minerals

2024 UK & Ireland performance:
100%

We've fortified 100% of our kids' dairy portfolio with key nutrients – including Vitamin D, Vitamin B6, and calcium – to support healthy growth and development.

INVEST IN NUTRITION AND HYDRATION SCIENCE AND RESEARCH



GLOBAL KPI:
150 scientific publications in peer-reviewed journals/presentations at scientific conferences by 2025

2024 UK & Ireland performance:
114 (GLOBAL)
11 (UK & IRELAND)

In the UK we published 11 papers to support healthcare professionals. These included the growing role of plant-based medical nutrition in the management of vulnerable patients.

UK & IRELAND KPI Locally specific target for UK & Ireland market only. All other KPIs are global priorities that we contribute to.

³ We have corrected an error in our previous Impact Report which stated that in 2023 we had a 96% compliance to this objective. Our performance in 2023 was 73%.

OUR PROGRESS

GOAL:
OFFER TASTIER AND HEALTHIER FOOD & DRINKS

NEW HEALTHY INNOVATIONS

In the last year, we have launched new healthy innovation to support our health goals.

- Activia Kefir combines our Activia live culture strains alongside authentic kefir yeasts to create a unique blend of 16 strains, plus calcium to support gut health.
- Danone SKYR is naturally high in protein and 0% fat, including offering a no added sugar plain yogurt option in our portfolio to meet consumer preferences.
- Our new range of Cow & Gate baby foods support the weaning journey.

GOAL:
PROVIDE POSITIVE NUTRITION & HYDRATION FOR HEALTHIER LIFE

WE REFORMULATED EXISTING RANGES TO REDUCE SUGAR, WHILE ADDING VITAMINS AND MINERALS

Since 2015, we’ve reduced the sugar in our yogurt product range by 19%. In the last year, this has included reformulating our Activia Fibre range. Meanwhile, we’ve fortified our GetPRO range with magnesium and vitamin B9 to aid muscle function and reduce fatigue, further supporting consumers with an active lifestyle. We’ve increased iodine in our new Alpro oat drink recipe to meet nutritional needs.

WE ARE USING DIGITAL TECHNOLOGY TO IMPROVE PATIENT CARE

Our Nutricia Homeward nursing service helps nearly 32,000 patients across the UK manage enteral tube feeding at home safely and independently. We have launched the Nutricia Homeward MyConnex app, a secure patient management system, to help these patients in the UK and their healthcare professionals manage their orders more quickly and easily, empowering patients and improving their experience.

In Ireland, Nutricia Care currently partners with 207 nursing homes and supports more than 14,000 residents with nutrition, speech and language, tissue viability and dietetic support.

GOAL:
PROMOTE HEALTHIER CHOICES

WE’VE PROVIDED GREATER NUTRITIONAL TRANSPARENCY ON OUR WEBSITES

We’ve updated our brand websites to provide greater transparency on the nutritional profile of our products and help consumers make informed choices. Tools such as traffic light labels and the Health Star Rating (HSR) help to make this information more accessible.

CASE STUDY

SUPPORTING NUTRITION IN GRASSROOTS SPORT

In 2024, Danone launched the GetPRO Professional Grassroots Sports Nutrition Grant, in partnership with The Nutrition Society. It provides grants of up to £2,000 for early career sports nutritionists to support their local grassroots sports clubs and teams. Typically, only elite athletes have access to expert support from sports or performance nutritionists. We created this fund to put sports nutrition at the heart of community sport.

Catherine George received one of these grants in 2024. As a former elite field hockey player and current PhD candidate, she has both an academic and first-hand understanding of nutrition’s impact on athletic performance.

After her injuries sidelined her in the run up to the Tokyo Olympics, she went on a mission to understand how nutrition can play a role in recovery and found a new career path.

Now, with the support of the GetPRO Grant, Cat has brought her nutritional insights to the rowing community at Fulham Reach Boat Club (FRBC).

The programme focuses on integrating nutrition education into the training programmes of both youth and adult rowers through hands-on workshops that teach them not just what to eat, but how to make small, manageable changes – such as preparing snacks in advance or incorporating easy-to-make recovery meals.

“Nutrition can sometimes get overcomplicated”, Cat recognises. “So being able to take a step back and highlight the simple things that you can do every day will, over time, make big differences.”



OUR PROGRESS CONTINUED

GOAL:
**INVEST IN NUTRITION AND HYDRATION
SCIENCE AND RESEARCH**

OUR RESEARCH IS ADVANCING MEDICAL NUTRITION

The UK & Ireland Research team published 11 papers in 2024 including research on the growing role of plant-based medical nutrition in the management of vulnerable patients and new developments in adult enteral tube feeding. This research supports healthcare professionals to improve and evolve their clinical practice, whilst expanding our knowledge and understanding of new and developing areas of science.

WE'RE CONTINUING TO RAISE AWARENESS OF DISEASE-RELATED MALNUTRITION

Throughout 2024, we continued to raise awareness of disease-related malnutrition to policymakers, the NHS and Health Care Providers. For example, we have partnered with organisations such as Macmillan and the UK Oncology Nursing Society to deliver webinars to HCPs on the importance of nutrition within cancer care. We also shared information and resources on how to manage adult malnutrition in the community with over 400 nutrition and healthcare professionals at our annual Nutricia Congress.

We have advocated to key opinion leaders about the importance of nutrition in tackling obesity and disease-related malnutrition as part of a preventative healthcare system, in an editorial for the New Statesman.

CASE STUDY

ADVOCATING FOR HEALTHIER FOOD POLICY

In 2024, the UK's House of Lords held an inquiry to establish how the government could support the nation with accessing a better diet and tackling obesity. James Mayer, Danone UK & Ireland President, was one of only three food industry representatives who participated in the face-to-face inquiry. We discussed the transformation of our business portfolio to focus on healthy products and shared our views on how businesses can be incentivised to provide healthier products.

“
**If we can get a higher consumption
of products not high in fat, sugar
or salt, that will start to make a
meaningful change to diets and
ultimately to healthier outcomes.”**

JAMES MAYER
PRESIDENT, DANONE UK & IRELAND

We asked the government for:

- Clear and consistent policy on diet & health, based on well-established scientific evidence, and the definition of less healthy food to be standardised as products high in fat, salt and sugar (HFSS).
- The immediate roll-out of HFSS legislation, supported by consistent enforcement.
- A requirement for industry (retail, manufacturing and out of home) to report on the healthiness of products sold.

In order to create a level playing field, and incentivise businesses to innovate to improve the healthiness of products and meals.

The government responded to the inquiry in early 2025 and will consider the Committee's findings as it develops the UK's National Food Strategy. In Ireland, we will be sharing our perspectives on the upcoming Obesity Strategy. We look forward to continuing to engage with these vital efforts to support healthy, sustainable diets.



THE JOURNEY AHEAD

Our work to reduce sugar across our dairy portfolio remains a priority. We aim to continue to improve the fortification of our plant-based Alpro drinks and yogurt alternatives, with key micronutrients.

We're also partnering with organisations such as the British Nutrition Foundation, the British Dietetic Association, the Irish Society for Clinical Nutrition and Metabolism (IrSPEN) and the Irish Nutrition and Dietetic Institute to raise awareness and drive education around the benefits of both dairy and plant-based nutrition, and to advocate for malnutrition support.

We'll continue our research into the long-term effects of using plant-based tube feeds, to demonstrate that they're just as safe and effective as dairy options. We also plan to expand our research on the importance of nutrition for patients with cancer.



HOW WE ARE DELIVERING ON NATURE

Our ambition

To deliver on our mission, we depend on nature. Food has a critical role to play at the forefront of many environmental threats and solutions, from climate change to biodiversity and water protection. Our ambition at Danone is to transform our value chain by developing solutions that preserve and regenerate nature, curbing greenhouse gas emissions in line with our 1.5°C target. We aim to lead on the development of regenerative agriculture and the shift to a circular packaging system while cutting food waste.

“
We take a holistic approach to reducing our environmental impact across our value chain, recognising complexities and potential trade-offs. We are guided by science and data to focus on where we can have the biggest impact. Our science-based GHG emissions reduction targets guide our decision-making, helping us become a more resilient business.”

HANNAH CORNICK
HEAD OF SUSTAINABILITY AND SOCIAL IMPACT,
DANONE UK & IRELAND



In this section

OUR GOALS



CURB GHG EMISSIONS IN LINE WITH 1.5°C, LEADING THE WAY ON METHANE REDUCTION



PIONEER AND SCALE REGENERATIVE AGRICULTURE



PRESERVE AND RESTORE WATERSHEDS WHERE WE OPERATE AND DRIVE WATER REDUCTION ACROSS THE VALUE CHAIN



TRANSITION TO CIRCULAR AND LOW-CARBON PACKAGING



CUT FOOD WASTE ACROSS THE VALUE CHAIN

HOW THEY SUPPORT OUR AMBITION

Transforming food production is crucial to address the climate crisis and limit warming to 1.5°C, as well as delivering resilience. Given Danone’s global agricultural footprint, we have an opportunity to lead on methane reduction for fresh milk.

Regenerative agriculture can help transform farming from a challenge to a solution by protecting and improving soil health, biodiversity, water resources and climate while promoting animal welfare and supporting farmer resilience.

Roughly 89% of our water footprint worldwide is linked to agriculture and the international supply chains we rely on are impacted by drought and water scarcity. Our work on water is led globally and not covered in this report.

Transitioning away from a linear model for packaging and reducing virgin fossil-based plastic conserves natural resources, reduces carbon emissions and prevents the negative impacts of packaging leaking into nature.

Avoiding food waste is a major opportunity to protect natural resources and mitigate climate change while delivering efficiency savings and supporting communities. We can minimise waste in our operations and support and educate customers and consumers to prevent waste.

OUR NATURE KPIS AND PERFORMANCE

REDUCE GREENHOUSE GAS EMISSIONS IN LINE WITH 1.5°C PATHWAY



GLOBAL KPI:
**34.8% CO₂e reduction
by 2030 v. 2020**

2024 Global performance:
-16.1%
Globally Danone reduced GHG emissions by nearly 1.9 MtCO₂e between 2023 and 2024 thanks to regenerative agriculture programmes, supplier engagement and acceleration of renewable electricity.

PIONEER AND SCALE REGENERATIVE AGRICULTURE



GLOBAL KPI:
30% key ingredients we source directly will come from farms that have begun to transition to regenerative agriculture by 2025

2024 Global performance:
39%
In 2024, Danone sourced 39% of its key ingredients directly from farms who have started their transition to regenerative agriculture, including launching new projects for example for regenerative oats in Spain.

UK & IRELAND KPI Locally specific target for UK & Ireland market only. All other KPIs are global priorities that we contribute to.



GLOBAL KPI:
Achieve **verified deforestation- and conversion-free (vDCF)** value chains by 2025

2024 Global performance:
93%
This KPI covers four directly sourced key commodities: palm oil, soybeans, paper and board and cocoa. Progress is assessed through a bi-annual traceability campaign.

TRANSITION TO CIRCULAR AND LOW-CARBON PACKAGING



GLOBAL KPI:
100% reusable, recyclable, compostable packaging by 2030 (UK & Ireland target is for 2025 in line with UK Plastics Pact)

2024 UK & Ireland performance:
95%
Recyclability improvements in 2024 include removing carbon black ink from our GetPRO fresh drinks range.



GLOBAL KPI:
Halve the use of virgin fossil-based packaging by 2040, with a **30%** reduction in virgin fossil-based packaging by 2030, accelerating reuse and recycled materials

2024 UK & Ireland performance:
-7%
We improved data accuracy in the last year, and have re-baselined to 19,699 tonnes of virgin plastic sold in 2023. The 7% reduction in 2024 was supported by increasing recycled content levels and making certain formats in our waters category more lightweight.

UK & IRELAND KPI



KPI:
All of our plastic packaging tonnage to contain an average of at least **30%** recycled content by 2025 (UK & Ireland specific target from UK Plastics Pact)

2024 UK & Ireland performance:
47%
This percentage is slightly reduced from 2023, when it was 51%. This is due to the balance of sales across our different product categories changing. It also reflects more accurate data since 2023.

UK & IRELAND KPI



KPI:
0% unnecessary/problematic plastic packaging by 2025 (as defined by UK Plastics Pact)

2024 UK & Ireland performance:
0.7%
We've seen a decrease from 2023, driven by change in product mix. In addition, we removed some polystyrene from our GetPRO range in 2024.

CUT FOOD WASTE ACROSS THE VALUE CHAIN



GLOBAL KPI:
Halve all food waste not fit for human, animal consumption or biomaterial processing by 2030 (UK baseline 2019)

2024 UK & Ireland performance:
-25.0%
in food waste tonnage as a % of total food sold/produced

In 2024, we reduced our absolute volume of food and drink waste by 1,168 tonnes. This was driven by reducing product disposal for quality reasons; improving forecasting accuracy to avoid stock falling below minimum shelf life, and increasing surplus redistribution.

OUR PROGRESS

GOAL:
REDUCING GHG EMISSIONS

WORKING WITH FARMERS TO REDUCE CARBON AND METHANE EMISSIONS

Danone has reduced methane emissions from its fresh milk supply globally by 25% since 2020 – our overall target is 30% by 2030. Our methane reduction strategy includes improving herd and feed management, managing how manure is stored and used and supporting research and development on innovations to reduce methane emissions.

We source dairy ingredients for our baby formula milk products from a number of Irish dairy suppliers with whom we have long-term relationships. Irish milk from grass-fed cows generally has a lower carbon intensity per kilogram of milk. We are engaging our Irish dairy ingredient suppliers to support them in further reducing their greenhouse gas emissions. For example, we have developed a partnership with one Irish dairy ingredients supplier to improve on farm efficiency, management of manure and fertiliser use, and grazing practices.

PLANT-BASED INNOVATION IN HEALTHCARE

We continually innovate to support patient health outcomes and offer better patient choice whilst reducing environmental impact. We've launched the UK & Ireland's first, and only, fully plant-based tube feed – Nutrison PlantBased 2kcal HP Multi Fibre.

We have also upgraded the protein blend in our Nutrison Energy Multi-Fibre tube feed. This unique blend comprises 78% plant-based proteins vs 40% in the previous composition. Trial results have shown the same excellent tolerance for patients, now with 18% lower carbon footprint for plant-based innovation in healthcare.⁴

LOGISTICS DECARBONISATION

With our logistics partners, we've continued to take action to reduce greenhouse gas emissions from the transportation of our products. We've further reduced road miles by delivering stock direct from factory to customer where possible, cutting the journey to and from our warehouse. In 2024, we increased the volume of our evian and Volvic bottles transported by train to almost 90%, saving over 800 tonnes of CO₂e. Introducing biofuel in parts of our UK & Ireland network has also saved us 1,300 T CO₂e and we have started to roll-out electric HGVs.

GOAL:
TRANSITION TO CIRCULAR AND LOW-CARBON PACKAGING

PARTNERING WITH WIMBLEDON TO DELIVER EVIAN REFILLS

We've partnered with The All England Lawn Tennis Club to support tennis fans to stay hydrated, more sustainably. In 2024, for the first time, spectators at Wimbledon were able to purchase refills of evian natural mineral water at the Championships, either using a special edition evian refill bottle or any refillable container brought by the consumer. In the first year of this initiative, we sold 12.5% of water through refill. We're evolving the system to be able to scale it in 2025.

ACHIEVING 100% RECYCLED PET BOTTLES FOR EVIAN AND VOLVIC

In 2025, we started producing bottles for our entire range of both evian and Volvic waters brands from 100% recycled PET plastic. This will remove almost 7,000 tonnes of virgin plastic and save over 10,000T CO₂e emissions per year.



CASE STUDY

SUPPORTING LOCAL FARMERS THROUGH ALPRO OAT ORIGINAL & OAT NO SUGARS DRINKS

At the start of 2025, we rolled out our Alpro Original & No Sugars 1L oat drinks, now made from 100% British Oats. Before that, only 1% of oat drinks sold in the UK was guaranteed to be from 100% British oats. As the leading plant-based brand, Alpro's investment will significantly increase the percentage of British oats in the oat drink market, giving shoppers greater opportunity to buy local.

Sourcing: 100% of oats for these drinks are now sourced from Britain, mostly within an 80 mile radius of the mill and Alpro factory in Kettering, allowing us to support British farmers and significantly reduce food miles.

Recipe and production process: We've created a new recipe with a more efficient production process, reducing energy consumption, CO₂ and water usage.

Through these changes, we've been able to reduce the product's environmental impact. Resulting in an average reduction of 25% in greenhouse gas emissions, 20% land use and 70% water use across the product lifecycle.⁵ This carbon impact equates to a total saving of 6,000 T CO₂e across the full year.

4 Carbon footprint for Nutrison Energy Multi-Fibre 1L certified by the Carbon Trust.
5 Critically reviewed comparative lifecycle assessment conducted by Foodsteps (2025), using primary data where available and high-quality UK/EU secondary data and assumptions where needed.

OUR PROGRESS CONTINUED

GOAL:
CUT FOOD WASTE ACROSS THE VALUE CHAIN

CUTTING FOOD WASTE – AND SUPPORTING CONSUMERS TO DO THE SAME

In 2024, we cut food waste volumes by 25% in our own operations, including by improving our processes to divert food surplus to charities. We donated the equivalent of 1.8 million meals to our partners FareShare, FoodCloud and Company Shop last year and helped consumers reduce food waste at home by supporting Too Good To Go’s launch of ‘Look, Smell, Taste, Don’t Waste’ campaign in Ireland.



CASE STUDY

IMPROVING TUBE FEEDING FOR PATIENTS AND THE PLANET

Nutricia Homeward provides a support service to approximately 30,000 people who tube feed at home in the UK. Administering tube feeding at home takes a lot of equipment, much of which is single use plastic (e.g. syringes, tubes and feeding containers). In recent years we’ve worked with hospitals, healthcare professionals and patients to switch to reusable options and reduce plastic waste.

FINDING REUSABLE OPTIONS

Some patients are prescribed powdered nutrition which needs to be made up in plastic containers, and they might need up to six containers a day. We introduced a reusable container for mixing and feeding, and in 2024 reduced use of single use containers by 15% saving 18 tonnes of plastic. Sheffield Children’s Hospital has been an early adopter of this approach, allowing them to reduce their container use by over 70%. We plan to reduce container use even further and are rolling out our learnings in Ireland.

REDUCING GIVING SET USE

Every patient who uses a feeding pump to deliver their tube feed needs a giving set – a flexible tube. Most tube-fed patients can safely use one giving set each day, however some patients use up to six sets daily because of perceived infection risk. New evidence published by Nutricia is changing clinical practice, reducing waste and single use plastic by demonstrating that it’s clinically safe to use one giving set over a 24-hour period.

These projects are also better for patient care – with fewer deliveries and less storage needed in the home.

“
As a Homeward nurse in the Sheffield paediatrics team, I support families to reduce plastic use by switching to reusable bottles and using one giving set per 24 hours. This has been positive and fulfilling, with families reporting significant benefits in home storage and environmental impact. I have received such positive feedback from families, it has been so rewarding.”

ELAINE MEMMOTT-RICHARDSON
NUTRICIA HOMEWARD ENTERAL NURSE,
DANONE UK & IRELAND



THE JOURNEY AHEAD

We’ll continue to work with our suppliers to achieve our near-term carbon emissions reduction target, rolling out more electric vehicles across our logistics network and developing collaborative projects with our Irish dairy ingredient suppliers to reduce carbon emissions.

For the longer-term, we’re investing in R&D on biotechnology solutions to produce lower carbon ingredients. With partners, we’re creating a scale-up facility in France – the Biotech Open Platform – to accelerate precision fermentation processes.

To advance our low-carbon, circular packaging goals we’ll continue to increase recycled plastic content in our product packaging, with a focus in 2025 on yogurt pots.



HOW WE ARE DELIVERING ON PEOPLE AND COMMUNITIES

Our ambition

Our ambition is to help our Danoners and the communities where we operate and source from to thrive in a fast-changing world. Danone has long recognised that its business can only be successful if the people who work with us and the communities we serve are thriving, creating a unique culture where purpose is deeply integrated into how we do business.

“
At Danone we’re proud of our unique culture, based on our HOPE Values (Humanism, Openness, Proximity, and Enthusiasm) values, which act as the compass we follow to ensure every Danoner can feel a sense of inclusion and belonging.”

KATHY HOGAN
HR LEAD, CULTURE, DANONE UK & IRELAND



In this section

OUR GOALS



FOSTER A UNIQUE, DIVERSE AND INCLUSIVE CULTURE

HOW THEY SUPPORT OUR AMBITION

We aim to make Danone a force for good by fostering a unique, diverse and inclusive culture. An empowered and fulfilled workforce will more successfully deliver Danone’s mission and ensure we meet the needs of our diverse consumers.



BE A FORCE FOR GOOD IN OUR COMMUNITIES

We aim to equip and empower communities with access to nutritious food and to deliver positive social impact as a certified B Corp.




PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS

We will continue to champion human rights and social progress internally and with our suppliers to deliver a responsible and transparent supply chain in the UK, Ireland and beyond

[Read more p15](#)

OUR PEOPLE AND COMMUNITIES KPIS AND PERFORMANCE

FOSTER A UNIQUE, DIVERSE AND INCLUSIVE CULTURE



GLOBAL KPI:
Achieve **gender balance** in management by 2030

2024 UK & Ireland performance:
67% FEMALE


The strong female representation in healthcare professions drives this figure, which we expect to sustain. The balance at Director/Executive level is 52% (m)/ 48% (f), showing good representation of female talent at senior level.



GLOBAL KPI:
Close gender pay gap by 2025

2024 UK & Ireland performance:
IRL: 1.5%
UK: -4.87%

In both the UK and Ireland we are significantly below the national average (7% and 11.2% respectively). We remain committed to fostering equity in our workplace.



GLOBAL KPI:
Maintain **inclusion index** above peers

2024 UK & Ireland performance:
80% (+3pts ahead of peer set)

We continue to improve our inclusion index (vs 80% in 2023), with Danoners increasingly feeling that they can be themselves at work and are comfortable voicing their ideas and opinions, even if they differ from others. Results identify that we can still work harder to make our commitment to inclusion more visible at senior level.

BE A FORCE FOR GOOD IN OUR COMMUNITIES



GLOBAL KPI:
All employees covered by B Corp certification by 2025

2024 UK & Ireland performance:
100%

Danone’s operations in the UK & Ireland have been fully B Corp certified since 2022. In 2024, we recertified with an increased score of 101.4. By the end of 2025, we aim for all of Danone’s operations globally to be B Corp certified.



UK & IRELAND KPI

KPI:
50% Employees volunteering

2024 UK & Ireland performance:
55%

In 2024, we maintained stable volunteering participation, and once again exceeded our target. We’ve introduced new ways for employees to get involved, including skills-based volunteering and fundraising initiatives, allowing them to volunteer in diverse and impactful ways.



UK & IRELAND KPI

KPI:
1 million meals a year provided/donated to communities

2024 UK & Ireland performance:
1.8M

In 2024, we donated 743 tonnes of food surplus to support charities and those in need, working with our food redistribution partners FareShare, Company Shop and FoodCloud.

PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS



GLOBAL KPI:
Danone Sustainable Sourcing policy deployed to **all suppliers** by 2030

2024 UK & Ireland performance:
IN PROGRESS

In 2024, Danone launched its Sustainable Sourcing Policy (SSP) which sets the standards for Danone and its suppliers. It outlines the Group’s commitments to establish fair, sustainable, and ethical relationships. For the UK & Ireland, the focus will be to start rollout with key global strategic suppliers in 2025.



GLOBAL KPI:
100% employees trained on Danone Human Rights policy by 2025

2024 UK & Ireland performance:
IN PROGRESS

The Human Rights e-learning is part of Danone’s 2025 Mandatory e-learning campaign. It aims to educate employees on the fundamentals of human rights, ensuring everyone understands their responsibilities and the importance of upholding these standards.

OUR PROGRESS

GOAL:

FOSTERING A UNIQUE, DIVERSE AND INCLUSIVE CULTURE

EMPLOYEE NETWORK GROUPS

We've established voluntary Employee Network Groups (ENGs) to build inclusive communities and drive change within our business. Our ENGs gained momentum in 2024, with 27% of our business unit team reporting being members of at least one of these groups. We have senior management sponsors for each group, who help to champion and raise awareness of ENGs.

EMBEDDING INCLUSIVE TALENT PRACTICES

We've been working with partners such as Talent Mapper to strengthen our talent attraction and acquisition programmes. To support candidates with sight impairment and neurodiversity we've integrated a tool called 'Recite Me' on our careers website which allows candidates to tailor their experience to meet their needs, including removing visual distractions or supporting reading with a ruler function.

GOAL:

BE A FORCE FOR GOOD IN OUR COMMUNITIES

VOLUNTEERING IN LOCAL COMMUNITIES

We encourage Danoners to use their time and skills by volunteering with our charity partners FoodCycle and FoodCloud, as well as other local causes. Colleagues working at supply points also support initiatives in their local communities. For example, in the north of England the Harrogate team support the Great British Spring Clean litter pick. Our Irish factories run a community support initiative providing donations to local charities, sports clubs and community groups.

CASE STUDY

SHARING SUPPORT AND KNOWLEDGE TO TACKLE FOOD POVERTY AND ISOLATION

We're proud to support FoodCycle in the UK and FoodCloud in Ireland to help communities access nutritious food while reducing food waste.

We offer financial support, alongside practical assistance, through employee volunteering and nutrition education. In the UK, our nutritionists have supported the development of healthy eating guides for FoodCycle guests and nutrition training for FoodCycle Project Leaders and volunteers.

In 2024, Danone funded FoodCycle's research report, Your Place at the Table, focusing on the impact of community dining in tackling the challenge of poor diets and food insecurity. Created in partnership with the British Nutrition Foundation (BNF), the report highlighted how community dining increases access to healthy, sustainable meals and promotes positive dietary behaviour changes among guests.

71% of FoodCycle guests said they have tried or bought fruit or vegetables that they wouldn't normally eat. We've helped FoodCycle share the report findings with stakeholders to encourage greater support for community dining initiatives.

“

Coming to FoodCycle meals has made me feel happier and more positive. I have tried new foods and learned more about healthy eating.”

FOODCYCLE GUEST

In Ireland, we provided recipe content for FoodCloud's network of community groups and charities as well as an expert-led webinar on the nutritional needs of older people, providing practical guidance on how to cater to these needs using surplus food.

According to a survey conducted by FoodCloud, 94% of the organisations involved have been able to expand their reach and support more people as a direct result of surplus food donations. More than two-thirds (70%) of those organisations can provide food that people could not afford otherwise because of the surplus food donations they receive. These figures demonstrate the growing need for the services that our partnership provides.

“

Danone's support helps community organisations make the most of surplus food by providing expert nutritional guidance on how good surplus food can be used to prepare balanced, healthy meals. It's a practical and meaningful way to support people while also reducing food waste.”

AOIBHEANN O'BRIEN

DIRECTOR OF DEVELOPMENT AND INNOVATION AT FOODCLOUD



OUR PROGRESS CONTINUED

GOAL:
PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS

STRENGTHENING HUMAN RIGHTS IN OUR OWN OPERATIONS

In 2024, we carried out a self-assessment of our internal human rights practices for all Danone operations across the UK & Ireland and put in place an action plan to address any gaps by the end of 2025. We established a cross-functional UK & Ireland Human Rights Governance Taskforce to ensure progress is made and launched an internal communications campaign to raise understanding of human rights issues. We'll be rolling out a mandatory human rights e-learning module across the UK & Ireland business in 2025.

CASE STUDY

CONNECTING WITH SUPPLIERS TO STRENGTHEN OUR IMPACT

In 2024, we held our second annual Partner Day to inspire suppliers and Danoners on the role they play in contributing to the three pillars of our Supplier Relationship Management (SRM) strategy – efficiency, growth and the Danone Impact Journey.

We brought in outside expertise, for example on alternative fuels, automation and recyclable packaging innovation, to inspire suppliers on their own journeys towards a more sustainable supply chain. We also introduced our suppliers to our charity partners and provided an overview of regenerative agriculture practices.

The Partner Day was also an opportunity to recognise and reward suppliers. For example, PRL, our Irish logistics supplier, won the best carbon emissions reduction initiative for the pioneering move to 100% biofuel (HVO) for their fleet in Ireland. CEVA, our UK warehouse and logistics supplier for healthcare, won the best efficiency initiative. By automating their picking process using robot technology, they have boosted the efficiency with which we can deliver positive impact for over 30,000 patients.



THE JOURNEY AHEAD

This year we'll continue to work closely with all our Employee Network Groups to help make real change within the organisation. We'll also roll out training across the UK & Ireland business on human rights, ensuring that all Danoners understand the role that they can play.

We're launching a new volunteering platform which will make it even easier for our Danoners to find local volunteering opportunities and increase our impact on communities. We'll keep growing our partnerships with our charity partners in the UK & Ireland, FoodCycle and FoodCloud. For example, we'll develop and launch new resources on children's nutrition targeted to charity volunteers and the families they support.

BEING A FORCE FOR GOOD IN OUR COMMUNITIES

WHY BEING A B CORP IS IMPORTANT TO US

In many ways, B Corp is a modern expression of what we at Danone call our ‘dual project’ – combining business success with social and environmental progress. Becoming a B Corp demonstrates our commitment to go further and deliver a positive impact on people and the planet. The rigorous accreditation process holds us to account and shows us where we can improve. We have also seen benefits for attracting and retaining talent.

THE B CORP MOVEMENT

By joining this movement, we’re not just transforming our own company, we’re pioneering a broader paradigm shift – making business a force for good. It’s fantastic to be part of a growing community of businesses who share this view.

As one of the largest multinational B Corps in the UK & Ireland, we can elevate the B Corp reputation through our corporate storytelling and household brands. Being part of the B Corp community also means we get to collaborate with businesses of all sizes, each offering an individual perspective on ‘better business’ to help drive purpose.

As part of this community we shared our progress and challenges on carbon at the first B Corp Festival, contributing to panel discussions and discussing our journey to date. We also regularly work with our customers and collaborate with other B Corps to educate and promote this movement more broadly, including during B Corp month in March.

We recertified our UK & Ireland operations in 2024 and made good progress on our B Corp scorecard.

We achieved the greatest improvements in the environment and community categories. These are some of the initiatives that contributed.

ENVIRONMENT



Introduced a target to halve the use of virgin fossil-based packaging by 2040 with 30% reduction by 2030, accelerating reuse and recycled materials.



Action to reduce plastic such as removing the labels from our Actimel bottles.



Implemented programmes to support the management of packaging waste, including closed loop solutions with Roadchef and Royal Ascot to collect Harrogate PET bottles to be made into new bottles.



101.4
points

COMMUNITY



Increased the percentage of employees that participate in volunteering.



Established strategic charity partners to whom we provide financial as well as in-kind support and expertise.



Implemented a supplier relationship management programme and launched new Sustainable Sourcing Policy.



🔗 Find out more about our progress on health, nature and people & communities at **danone.co.uk** and **danone.ie**

🔗 Read our global Integrated Annual Report here **danone.com**

