



One Health Scorecard process 2020: Methodology Note

This document aims to describe in more details how figures published in the Nutrition Achievements leaflet have been collected, checked, and calculated.

Consolidation scope and coverage




In 2011, Danone created a series of performance indicators (One Health Scorecard) to measure improvements and progress made regarding health and nutrition, particularly product composition and responsible communication, and started to disclose some of these indicators on an annual basis.

These indicators are consolidated for a scope of 32 countries covering all of Danone's Businesses and geographic regions.

In 2020, 85 entities representing 82% of consolidated sales reported health and nutrition indicators (74% in 2019).

The One Health indicators scope excludes the medical nutrition activities of Specialized Nutrition Reporting Entity in France.

Definition of the Businesses

 Essential Dairy and Plant-Based (EDP)	Production and distribution of fresh fermented dairy products and other dairy specialties, plant-based products and drinks, and coffee creamers and organic products.
 Specialized Nutrition (SN)	Production and distribution of specialized food for babies and young children to complement breast-feeding (Early Life Nutrition Business - ELN) and for people afflicted with certain illnesses or frail elderly people (Advanced medical Nutrition business – AMN).
 Waters	Production and distribution of bottled waters along with low sugar beverages and beverages with 0% sugar (waters flavored or enriched with natural fruit juice extracts, fruit juice and vitamins).

Data collection

To ensure the homogeneity of the indicators across the reporting scope, shared data reporting guidelines are transmitted, and updated each year following data consolidation and contributors' comments. These guidelines specify the methodologies to be used for reporting the indicators, including definitions, methodology principles, calculation formulas and standard factors.

The Alimentation Science Department is accountable for One Health indicators.

The One Health indicators are reported by the Scorecard Owner of each subsidiary in the scope, through a system of standardized forms, which are then consolidated by the Alimentation Science Department, using an automated process to calculate the global indicators.

The sources of data are multiple: product data are generated by Reporting-Entity-specific systems (NutriPride for the Essential Dairy and Plant-Based reporting entity, NutreBase for Early Life Nutrition activities of the Specialized Nutrition reporting entity, and Aquamap for the Waters Reporting entity). Data on volumes are

generated by Danone's financial information consolidation software. Lastly, training data are taken from the Human Resources reporting systems. All information including information about consumer programs are reported by One Health Scorecard owners at each subsidiary using the UL PURE application.

There are several levels of verification: data are checked at the subsidiary level and then at the Business level when reported. The data are finally verified by the Alimentation Science Department and independent auditors.

Information regarding methodologies

The methodologies used for certain indicators may have limits due to:

- the absence of common national and/or international definitions;
- necessary estimates, the representative nature of measurements taken or the limited availability of external data required for calculations.

For these reasons, the definitions and methodologies used for the following indicators are specified.

Employees

A negligible portion of the managerial headcount data is not collected during the data reporting period (a few cases of internationally mobile employees on assignment at other Danone entities). Furthermore, some disparities may exist in the headcount accounting methods for expatriate employees (this is the case for expatriate employees who have three-party contracts between the employee, the home subsidiary and the host subsidiary).

Employees on long-term leave (more than nine months) are not counted in the total headcount at the end of the reporting period.

In China, employees paid by Danone but whose contracts are with a third-party company (equivalent to a temporary work agency) are not included in the headcount.

Fixed-term contracts and movements within Danone are not included in the entries/exits.

Number of countries covered by Nutritional Situations studies

At end of each year, the Alimentation Science Department compiles an updated list of countries or regions covered by Nutritional Situations studies (also known as Nutriplanet or Nutripack).

If in a country a specific study has been conducted in a region of this country, it is counted in the total of countries covered by Nutritional studies. This is the case of China and the region Hong Kong.

Studies must not be prior to 2011.

Number of countries covered by Food Habits studies

At end of each year, the Alimentation Science Department compiles an updated list of countries covered by specific dietary intakes studies and fluid intakes studies (specific for the Waters business).

Studies must not be prior to 2015.

Number of countries covered by Food Cultures studies

At end of each year, the Alimentation Science Department compiles an updated list of countries covered by Food Cultures studies. Studies must not be prior to 2015.



For all indicators on volumes

“Sales volumes” excludes all export volumes, non-food products, private labels (products manufactured for a non-Danone company) and sprays (for the Water activities).

All figures are calculated on volumes of products as consumed. A conversion factor is applied to give the volume that is actually consumed by the consumer (i.e. for a powder product what is counted is the “reconstituted” volumes it means powder added with a liquid). It concerns mainly the products from the Specialized Nutrition business. Each subsidiary must use a common conversion table.

It may happen that a product has only negatives volumes (because it has been discontinued). In the tool used to manage the Essential dairy products’ portfolio, such negatives volumes can’t be considered by the system. They are not integrated in the calculation of all indicators in volumes. This happens rarely. It represented in 2018 only 0,00002% from total essential dairy volumes. It has therefore a non-significant impact on whole volume.

There is no prorata calculation for all indicators in volumes. It means that if a product has been improved in march, all volumes from this product over a full year are taken into account.



Percentage of volumes sold in healthy categories

This indicator refers to dairy and plant-based products intended for daily consumption, Specialized Nutrition Business products (except finger foods, beverages for children under 3 years and foods for children over 3 years marketed by the Early Life Nutrition activities), packaged water and beverages with 0% sugar.

This indicator aims at assessing which part of the portfolio is or could be supported by official recommendations supporting a sustained or increased consumption.



Percentage of the volume of nutritionally improved products

This indicator is calculated for the product categories where it is relevant: The Essential Dairy & Plant-Based Business (excluding plant-based products), the early life nutrition activities of the Specialized Nutrition Business and low sugar beverages in the Waters Business.

It includes volumes of previously low sugar beverages whose sugar level has been reduced to 0g / 100mL, moving them to the category of beverages with 0% sugar.

By improvement, we understand a reduction of the quantity of nutrients of public health concern (added sugars, saturated fat, salt); an improvement of the quality of nutrients (fat quality, sugar quality) or an increase in the quantity of shortfall nutrients (essential fatty acids, fibers, minerals, vitamins) or the addition of functional ingredients.

Only the volumes improved in the year 2020 were considered.



Percentage of the volume of products without added sugars

This indicator is calculated for the Essential Dairy & Plant-Based Business (excluding plant-based products), the early life nutrition activities of the Specialized Nutrition Business and the Waters Business. Medical nutrition products were excluded because not relevant.

By without added sugars, we mean all products with an added sugars content equal to zero g.



Percentage of volumes of fortified products sold

The indicator is calculated only for the Essential Dairy & Plant-Based Business (excluding plant-based products) and the early life nutrition activities of the Specialized Nutrition Business. More specifically, this figure is calculated for a scope covering 80% of the sales of these both Businesses.

A product can be counted as fortified only if three elements are met for at least one nutrient: 1) It is an essential nutrient (essential fatty acid, fiber, mineral, vitamin); 2) The enrichment is justified by nutritional issues of the targeted population(s) documented by national surveys or the enrichment is mandatory by law and 3) The enrichment has been approved by local experts or validated by the Businesses central nutrition team.



Percentage of products compliant to the Danone Nutritional Targets 2020

All information on what is required to reach the targets is described in the "[Danone Nutritional Targets 2020](#)" document available in www.danone.com website.

If there is a legal constraint that applies locally on one nutrient, and makes it impossible to comply on this nutrient, then the nutrient is not considered.



Percentage of products for which a salt target has been defined and which are in line with these targets

All information on what is required to reach the targets is described in the "[Danone Nutritional Targets 2020](#)" document available in www.danone.com website.

This indicator represents the % of sales volumes 2020 meeting the salt threshold for their category in the Danone Nutritional Targets 2020. The compliance is weighted by volumes of products sold. This rule applies both at portfolio and product (i.e. multipack) levels.



Percentage of products for which a sugar target has been defined and which are in line with these targets

All information on what is required to reach the targets is described in the "[Danone Nutritional Targets 2020](#)" document available in www.danone.com website.

This indicator represents the % of sales volumes 2020 meeting the sugar threshold for their category in the Danone Nutritional Targets 2020. The compliance is weighted by volumes of products sold. This rule applies both at portfolio and product (i.e. multipack) levels.

The sugar target corresponds to added sugars content, except for Essential Dairy products for which the compliance to total sugar content is also mandatory.



Percentage of products for which a saturated fat target has been defined and which are in line with these targets

All information on what is required to reach the targets is described in the "[Danone Nutritional Targets 2020](#)" document available in www.danone.com website.

This indicator represents the % of sales volumes 2020 meeting the saturated fat threshold for their category in the Danone Nutritional Targets 2020. The compliance is weighted by volumes of products sold. This rule applies both at portfolio and product (i.e. multipack) levels.



Percentage of products sold with ON-Pack nutritional information

This indicator is calculated for the Essential Dairy & Plant-Based Business (excluding plant-based products), the Specialized Nutrition business, low sugar beverages and beverages with 0% sugar. It is not relevant for packaged waters, which are subject to separate regulations.

The Specialized Nutrition business must follow specific local legislation.

For Essential Dairy products, low sugar beverages and beverages with 0% sugar, Danone provides corporate guidelines: for example, nutritional information on-pack means that the following information is indicated on the pack per 100 g or per portion = Energy; Fat (of which saturates); Carbohydrates (of which sugars), Protein and Salt. The guidelines will apply in all countries unless there is a contradiction with local regulations. In that case, the subsidiary will be excluded from calculation.

All volumes distributed in the away from home channel (canteens, restaurants, ...) are assessed as they are when they leave the Danone plant, knowing that the final presentation to the consumer is not under the control of Danone, and that, in that final presentation, the nutritional labeling may disappear: products can be presented by the restaurant in single pots without the initial cardboard wrapping, or (for bulk products) transferred to another container.



Percentage of products sold with off-pack nutritional information

This percentage indicator is calculated for the Essential Dairy & Plant-Based Business (excluding plant-based products), the Specialized Nutrition Business, low sugar beverages and beverages with 0% sugar. It is not relevant for packaged waters, which are subject to separate regulations.

The Specialized Nutrition business must follow specific local legislation.

For Essential Dairy products, low sugar beverages and beverages with 0% sugar, Danone provides corporate guidelines explaining which information need to be provided through a consumer info line or a website.



Percentage of products sold providing an indication of the portion size

This indicator is calculated for the Essential Dairy & Plant-Based Business (excluding plant-based products), the Specialized Nutrition Business, low sugar beverages and beverages with 0% sugar. It is not relevant for packaged waters, which are subject to separate regulations.

For the Medical products from the Specialized Nutrition business, 100% is applied due to the fact that products are prescribed by Healthcare Professionals and labelling has to follow the local legislation.

The Early Life Nutrition part from the Specialized Nutrition business must follow specific local legislation.

For Essential Dairy products, low sugar beverages and beverages with 0% sugar, Danone provides corporate guidelines explaining that a "portion" is the quantity that the consumer is supposed to eat or drink in one occasion. It can be a single consumption unit. The portion must be easily recognized by the consumer; and must be quantified on the label. The number of portions contained in the package must be stated. The guidelines will apply in all countries unless there is a contradiction with local regulations. In that case, the subsidiary will be excluded from calculation.

All volumes distributed in the away from home channel (canteens, restaurants, ...) are assessed as they are when they leave the Danone plant, knowing that the final presentation to the consumer is not under the control of Danone, and that, in that final presentation, the nutritional labeling may disappear: products can be presented by the restaurant in single pots without the initial cardboard wrapping, or (for bulk products) transferred to another container.



Percentage of products sold with front-of-pack nutritional information

This indicator is calculated for Essential Dairy & Plant-Based Business (excluding plant-based products), low sugar beverages and beverages with 0% sugar. It is not relevant for packaged waters and the Specialized Nutrition business, which are subject to separate regulations.

Countries where regulations forbid the disclosure of this information are excluded, as well as countries where there is an ongoing public debate on the choice of an appropriate front-of-pack labeling scheme.

All subsidiaries must follow the Danone Corporate guidelines explaining which front of pack icons and logos can be used and giving rules for their implementation.

All volumes distributed in the away from home channel (canteens, restaurants, ...) are assessed as they are when they leave the Danone plant, knowing that the final presentation to the consumer is not under the control of Danone, and that, in that final presentation, the nutritional labeling may disappear: products can be presented by the restaurant in single pots without the initial cardboard wrapping, or (for bulk products) transferred to another container.

Number of employees trained to WHO code and Danone Policy of marketing for breastmilk substitutes

This indicator tracks the number of unique employees, who are working in the Early Life Nutrition activities from the Specialized Nutrition business and who were trained on the Danone Policy of marketing for breastmilk substitutes over a two-year period.

Each subsidiary must provide evidence of the number of people trained. For lack of proof, the number reported is 0.

When it was not possible to differentiate employees working for the Early Life Nutrition or the Medical nutrition part of the Specialized Nutrition business, the indicators is tracking all employees from the whole Specialized Nutrition business.



Number of active education and information programs during the year

An education / information program must:

- 1) address a local Public Health cause,
- 2) define a clear objective related to this cause or its determinants,
- 3) be co-constructed with academia and/or the government;
- 4) target an identified population group and
- 5) define measurable impact indicators (whose initial status has been documented with a baseline and whose impact is measured).

A program can be counted as program only if these criteria are met.

The impact does not have to be measured every year.

Number of people potentially impacted by these active programs

The people considered to be potentially impacted are consumers (for the Essential Dairy Products and Waters businesses), parents, patients and caregivers (for the Specialized Nutrition business).

The subsidiaries count the people reached by the program in the current year (for example the number of unique visitors to a website, the number of participants in conferences or training sessions, etc.). We consider that these people are potentially impacted to the extent that they have received the messages conveyed by the program and their awareness increased. It is not yet mandatory for subsidiaries to prove that these people have really been impacted, meaning that they have changed their eating and drinking habits.

People who are impacted by several programs may be counted several times.

If the subsidiary can justify that people are not counted twice, people reached can be counted since the beginning of a program (i.e. if a program implements a training to children from the same class level, we can estimate that each year new children will be reached).



Percentage of employees who had access to the Health @ Work program

This indicator is tracking the number of employees who had access to a Health @ Work program. The percentage is calculated on the total number of employees in each subsidiary that implemented the program in the One Health Scorecard scope.

A program is characterized as Health @ Work if it includes one of the three dimensions (Healthy Diet, Healthy Body, Healthy Mind) and if at least one activity/initiative is offered for free.

Definition of access is based on practicality:

- ✓ For instance, if there is a fitness room in an office building, only the employees located in this building were counted, even those not actually using the fitness room (they have access if they want);
- ✓ For instance, employees in the sales force, if they are always away from office, can't take advantage of the gym - so in reality they do not have access. Therefore, sales force can be counted only if the subsidiary is organizing something accessible to them like i.e. a running outside during the Weekend or informations sent by email (on nutrition, health, physical activity, ...).



Number of active expert advisory panels

A panel of experts is defined as a group of scientists/healthcare professionals, from international or local reputed organizations, recognized for their expertise, who exchange on a regular basis (minimum one meeting during the last 3 years) with Danone teams to evaluate the relevance, credibility and effectiveness of product innovations, research plans, scientific communication, etc.

Each entity must provide evidence of the meeting(s) organized with the panel. For lack of proof, the panel is not counted.