



EXHAUSTIVE 2021 EXTRA-FINANCIAL DATA

Exhaustive 2021 Environmental Data

Climate

Regenerative Agriculture

Circular Economy

Water

Exhaustive 2021 Social Data

Human Resources

Human Rights

Procurement

Exhaustive 2021 Health & Nutrition Data

Food Safety & Quality

Health & Nutrition

Exhaustive 2021 Social Innovation Platforms Data

Danone Communities

Danone Ecosystem Fund

Livelihoods Carbon Fund

Livelihoods Fund for Family Farming

Exhaustive 2021 Compliance Data

Responsible practices: Ethics and Integrity

Danone Way 2021 Data

Exhaustive 2021 Environmental Data

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

Production Site Environment scope ^(a)

Total number of sites in the Production Site Environment scope	Number of sites	180	181				✓				
Environmental performance coverage rate	Number of sites under Production Site Environment scope/Total number of sites	100%	99%				✓				

^(a) Refer to Methodology Note

Production volumes ^(a)	Thousands of tons	35,127	34,855				✓				
-----------------------------------	-------------------	--------	--------	--	--	--	---	--	--	--	--

^(a) Production Site Environment Scope (refer to Methodology Note)

ISO 14001 certification ^(a)

Total number of ISO 14001 certified sites	Number of sites	82	83				✓				
Percentage of ISO 14001 certified sites	%	46%	46%								
Production volumes covered by ISO 14001 certification	Thousands of tons of products	22,849	22,579								
Percentage of volumes covered by ISO 14001 certification	%	65%	65%								

ISO 50001 certification

Total number of ISO 50001 certified sites	Number of sites	11	14								
Percentage of ISO 50001 certified sites	%	6%	8%								
Percentage of volumes covered by ISO 50001 certification	%	7%	7%								

^(a) Production Site Environment Scope (refer to Methodology Note)

GREEN audit ^(a)

Percentage of sites undergone a GREEN audit	%	67%	72%								
Number of sites undergone a GREEN audit	Number of sites	121	129								
Percentage of production covered by a GREEN audit	%	79%	81%								
Number of sites compliant with GREEN standards (ranked A or B)	Number of sites	104	108								
Percentage of sites compliant with GREEN standards ranked A or B)	%	86%	84%								
Percentage of compliant production	%	94%	91%								

^(a) GREEN (Global Risk Evaluation for the Environment) program of external audits world-wide to identify and monitor the main environmental risks related to the production sites (see Universal Registration Document 2021).

European Taxonomy ^(a)

Operating expenditures (OpEx)	%	n/a	< 3%								
Capital expenditures (CapEx)	%	n/a	23.7%								

^(a) In regards to sales, Danone is considered not eligible Please refer to the 2021 Universal Registration Document page 161 and the Methodology Notes for more information.

CLIMATE

CO2 EMISSIONS SCOPE 1, 2 AND 3

Scope 1 & 2 emissions market-based ^(a)

Scope 1	Ktons CO ₂ equivalent	668	683				✓	Disclosure 305-1	13.1	Principle 7,8	✓
Scope 2	Ktons CO ₂ equivalent	479	295				✓	Disclosure 305-2	13.1	Principle 7,8	
Total Scope 1 & 2	Ktons CO₂ equivalent	1,147	978				✓				

^(a) Greenhouse Gases Scope (refer to Methodology Note)

Absolute reduction of scope 1 & 2 emissions market-based since 2015 ^(a)	%	38.1%	48.3%	30%	2030	2015		Disclosure 305-5	13.1		
--	---	-------	-------	-----	------	------	--	------------------	------	--	--

^(a) Based on constant consolidation scope and methodology

Unit	2020	2021	TARGET	TARGET YEAR	BASLINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	---------	---------------------	-----------------------------	--------------------	------------------------	------

Greenhouse gas emissions in scope 3 ^(a)

Purchased goods and services	Ktons CO ₂ equivalent	19,921	19,371					Disclosure 305-3	13.1	Principle 7,8	
Upstream transportation and distribution of goods	Ktons CO ₂ equivalent	322	300					Disclosure 305-3	13.1	Principle 7,8	
Downstream transportation and distribution of goods	Ktons CO ₂ equivalent	1,627	1,365					Disclosure 305-3	13.1	Principle 7,8	
Use of sold products	Ktons CO ₂ equivalent	1,886	1,545					Disclosure 305-3	13.1	Principle 7,8	
End-of-life treatment of sold products	Ktons CO ₂ equivalent	783	769					Disclosure 305-3	13.1	Principle 7,8	
Emissions related to upstream energy use	Ktons CO ₂ equivalent	284	259					Disclosure 305-3	13.1	Principle 7,8	
Waste generated in operations	Ktons CO ₂ equivalent	153	125					Disclosure 305-3	13.1	Principle 7,8	
Total Scope 3	Ktons CO₂ equivalent	24,974	23,733					Disclosure 305-3	13.1	Principle 7,8	

(a) Greenhouse Gas Environment scope (refer to Methodology Note)

Total greenhouse gas emissions on the extended responsibility perimeter for scopes 1, 2 and 3 ^(a)

Scope 1	Ktons CO ₂ equivalent	668	683				✓	Disclosure 305-1	13.1	Principle 7,8	
Scope 2 ^(b)	Ktons CO ₂ equivalent	479	295				✓	Disclosure 305-2	13.1	Principle 7,8	
Scope 3	Ktons CO ₂ equivalent	24,974	23,733				✓	Disclosure 305-3	13.1	Principle 7,8	
Total Scope 1, 2, 3	Ktons CO₂ equivalent	26,122	24,711				✓				
Ratio of total emissions for scopes 1, 2, 3	grams of CO ₂ equivalent/kg of product sold	755.9	679.2					Disclosure 305-4			
Intensity reduction full scope since 2015 ^(c)		24.5%	27.1%	50%	2030	2015		Disclosure 305-5	13.1	Principle 7,8	

(a) Greenhouse Gases Scope (refer to Methodology Note)

(b) Market-based.

(c) Based on constant consolidation scope and methodology

Total emissions breakdown ^(a)

Scope 1	%	2.6%	2.8%				✓	Disclosure 305-1	13.1	Principle 7,8	
Scope 2	%	1.8%	1.2%				✓	Disclosure 305-2	13.1	Principle 7,8	
Scope 3 Purchase of goods and services : Agriculture - milk	%	36.9%	35.9%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services : Agriculture - dairy ingredients	%	15.1%	16.2%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services : Agriculture - other raw materials	%	8.4%	8.5%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: Packaging	%	9.6%	10.5%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Purchase of goods and services: Purchase of finished products	%	6.2%	7.3%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Upstream transportation and distribution of goods	%	1.2%	1.2%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Downstream transportation and distribution of goods	%	6.2%	5.5%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Use of sold products	%	7.2%	6.3%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 End-of-life treatment of sold products	%	3.0%	3.1%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Fuel and energy related activities	%	1.1%	1.0%				✓	Disclosure 305-3	13.1	Principle 7,8	
Scope 3 Waste generated in operations	%	0.6%	0.5%				✓	Disclosure 305-3	13.1	Principle 7,8	

(a) Greenhouse Gases Scope (refer to Methodology Note)

Agricultural emissions breakdown ^(a)

Milk	%	61.1%	61.1%				✓	Disclosure 305-3	13.1	Principle 7,8	
Dairy ingredients	%	25.0%	25.0%				✓	Disclosure 305-3	13.1	Principle 7,8	
Other raw materials	%	13.9%	13.9%				✓	Disclosure 305-3	13.1	Principle 7,8	

(a) Greenhouse Gases Scope (refer to Methodology Note)

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

ENERGY EFFICIENCY AND RENEWABLES

Energy consumption within the organization ^(a)

Total thermal energy consumption	MWh	3,223,381	3,203,185				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Total electricity consumption	MWh	2,015,977	1,995,902				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Total	MWh	5,239,358	5,199,087				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	✓
Percentage Grid Electricity	%	38.2%	38.1%								✓
Intensity of energy consumption	KWh/ton of product	149.2	149.2				✓	Disclosure 302-3	7.3 12.2 13.1	Principle 7,8	
Total reduction of energy intensity since 2000		46%	46%				✓	Disclosure 302-4 Disclosure 302-5	7.3 12.2 13.1	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)

Renewable energy ^(a)

Production plant purchasing electricity from 100% renewable sources	Number of sites	74	87				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Percentage of renewable electricity purchase	Quantity of renewable electricity/ total electricity purchased	54.3%	68.5%	100%	2030	2017	✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	
Percentage of total renewable energy	Quantity of renewable energy/total energy	24.5%	29.8%				✓	Disclosure 302-1	7.3 12.2 13.1	Principle 7,8	✓

(a) Production Site Environment Scope (refer to Methodology Note)

DEFORESTATION

Palm oil and soy policy

Tons of palm oil used	Tons	65,600	67,498					Disclosure 308-2	12.7		
"RSPO segregated" certified palm oil	%	95% ^(a)	93%					Disclosure 308-2	12.7		
"RSPO Mass Balance" certified palm oil	%	3% ^(b)	5%								

(a) End of year number. For full year 2020, this number is 50%.

(b) End of year number. For full year 2020, this number is 48%.

Paper and board for packaging ^(a)

Percentage of recycled paper-based	%	65%	64%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of paper and board packaging made of recycled fibers or virgin certified fibers (FSC, PEFC, SFI)	%	98%	99,8%					Disclosure 301-2	12.5	Principle 7,8	

(a) Packaging Scope (refer to Methodology Note)

REFRIGERATION RESOLUTION

Emissions of ozone-depleting substances (ODS)^(a)

CFC	Ton equivalent CFC	0	0					Disclosure 305-6	13.1	Principle 7,8	
HCFC	Ton equivalent CFC	0.157	0.038					Disclosure 305-6	13.1	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

REGENERATIVE AGRICULTURE

REGENERATIVE AGRICULTURE PRACTICES

Animal welfare

Lamb and beef having access to pasture (Socrates Scope: Early Life Nutrition food factories in the EU)	%	100%	100%					Disclosure 308-2	12.7		
Cage-free eggs and eggs ingredients volumes sourced worldwide	%	100%	100%					Disclosure 308-2	12.7		
Percentage of fresh milk volumes worldwide assessed through Danone's welfare assessment tool or via Validus Animal Welfare certification in Essential Dairy and Plant-Based Business ^(a)	%	87%	84%					Disclosure 308-2	12.7		

^(a) Including the following countries covering more than 80% of total fresh milk (Algeria, Argentina, Belgium, Brazil, Egypt, France, Germany, Mexico, Poland, Romania, Russia, South Africa, Spain, and U.S.A.)

CIRCULAR ECONOMY

Post-consumer Packaging ^(a)

Tons of plastic used by Danone	Tons of plastic	716,500	750,994					Disclosure 301-2	12.5	Principle 7,8	
Total Weight of Packaging	Tons	1,461,957	1,468,263								✓
Percentage of total packaging being reusable, recyclable or compostable (primary, secondary & tertiary packaging) ^(b)	%	81%	84%	100%	2025			Disclosure 301-2	12.5	Principle 7,8	✓
Percentage of total plastic packaging being reusable, recyclable or compostable	%	67%	74%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of packaging coming from recycled materials (primary, secondary & tertiary packaging) ^(b)	%	36%	34%	50%	2025			Disclosure 301-2	12.5	Principle 7,8	✓
Percentage of recycled materials in plastic packaging	%	10.3%	10.4%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of recycled PET in Waters Business where local standards and regulations allow	%	25.5%	27.4%					Disclosure 301-2	12.5	Principle 7,8	
Percentage of recycled PET in Waters Business worldwide	%	19.8%	20.6%	50%	2025			Disclosure 301-2	12.5	Principle 7,8	

^(a) Packaging Scope (refer to Methodology Note).

^(b) SASB definition in the Standard is only on primary & secondary packaging, when Danone reports primary, secondary packaging and tertiary packaging

Industrial waste ^(a)

Total quantity of industrial waste	in ktons	433	364 ^(b)				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity ratio of industrial waste per ton of products	in kg/tons	12.3	10.4 ^(b)				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of industrial waste recovered	%	91.2%	91.9% ^(b)				✓	Disclosure 306-2	6.3	Principle 7,8	
Waste generated	Total quantity in thousand of tons	467	400 ^(b)					Disclosure 306-2	6.3	Principle 7,8	
Recovered waste	Total quantity in thousand of tons	405	348 ^(b)					Disclosure 306-2	6.3	Principle 7,8	
Proportion of recovered waste	%	89.2%	0.87 ^(b)					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total quantity of waste per ton of products	Kg/ton of products	13.3	11.5 ^(b)					Disclosure 306-2	6.3	Principle 7,8	

^(a) Production Site Environment Scope (refer to Methodology Note)

^(b) Food waste from Waters sites excluded

Industrial Packaging waste ^(a)

Total quantity of packaging industrial waste	in ktons	116	115				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity ratio of packaging industrial waste per ton of products	in kg/tons	3.3	3.3				✓	Disclosure 306-2	6.3	Principle 7,8	
Packaging industrial waste recovered	Thousand of tons	112	112				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of packaging industrial waste recovered	%	96.7%	97.3%				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of plastic packaging waste recovered	%	96.6%	96.5%				✓	Disclosure 306-2	6.3	Principle 7,8	

^(a) Production Site Environment Scope (refer to Methodology Note)

	Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
Industrial Food waste ^{(a)(b)}											
Total quantity of food waste generated	Thousand of tons	313	249				✓	Disclosure 306-2	6.3	Principle 7,8	
Total quantity of recovered food waste	Thousand of tons	280	227				✓	Disclosure 306-2	6.3	Principle 7,8	
Ratio of total quantity of food waste per ton of products	Kg/ton of products	36.3	29.2				✓	Disclosure 306-2	6.3	Principle 7,8	
Ratio of total quantity of food waste recovered per ton of products	Kg/ton of products	32.4	26.1				✓	Disclosure 306-2	6.3	Principle 7,8	
Proportion of recovered food waste	%	89.3%	89.4%				✓	Disclosure 306-2	6.3	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)

(b) Excludes Waters Reporting Entities sites

Total food waste in our operations (Industrial and supply chain) ^{(a) (b)}

Total quantity of food waste generated	Thousands of tons	409	321					Disclosure 306-2	6.3	Principle 7,8	
Total quantity of recovered food waste	Thousands of tons	332	260					Disclosure 306-2	6.3	Principle 7,8	
Proportion of recovered food waste	%	81.2%	81.1%					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total food waste per ton of products sold	Kg/ton of product sold	46.8	35.7					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total recovered food waste per ton of products sold	Kg/ton of product sold	38.5	29.0					Disclosure 306-2	6.3	Principle 7,8	
Ratio of total non-recovered food waste per ton of products sold	Kg/ton of product sold	8.8	6.8					Disclosure 306-2	6.3	Principle 7,8	
Total reduction in non-recovered food waste ratio since 2016 ^(c)	%	-15.6%	-27.2%	50%	2025	2016					
Ratio of total quantity of food waste per metric ton of product sold, excluding waste intended for animal feed and the processing of biomaterials (in kg/tons) - SDG 12.3	Kg/ton of product sold	24.30	23.00								
Reduction in the total quantity of food waste per metric ton of product sold, excluding waste intended for animal feed and the processing of biomaterials - SDG 12.3, since 2020 on a like-for-like basis	%	n/a	-5.3%								

(a) Production Site Environment scope and Scope 3 downstream, see Methodology Note

(b) Excludes Waters Reporting Entity sites

(c) Based on constant consolidation scope and methodology

WATER

Water Risk Assessment ^(a)

Percentage of the watershed where Danone operates are identified in high or extremely high physical risk according to the WFR ^(b) tool	%	34%	34%								
Percentage of Danone sites audited for their water risk according to the WRF ^(b) tool	%	100%	100%								
Percentage of production sites identified at high risk for the Company ^(c)	%	17%	17%								

(a) Production Site Environment Scope (refer to Methodology Note)

(b) Water Risk Filter (WRF) from the World Wildlife Fund, more information in our 2021 Universal Registration Document

(c) 2020 number is based on the updated WRF methodology v5.0. This number is for the assessment of 174 sites and focuses on sites at high physical risks. Percentage of sites which are at high water risks (Physical, Regulatory and Reputational): 23%

SPRING audits ^(a)

Percentage of Waters division sites having run a SPRING audited	%	100%	100%						12.2	Principle 7,8	
---	---	------	------	--	--	--	--	--	------	---------------	--

(a) Internal water resource management tool SPRING (Sustainable Protection and Resources managing) that covers the physical, regulatory and community management of aquifers (geological formations containing (groundwater) and their watershed (see 2021 Universal Registration Document)

Water withdrawal at production sites ^(a)

River water withdrawn from the surrounding area	Thousand of m ³	2,852	2,822				✓	Disclosure 303-1	6.4	Principle 7,8	
Municipal water withdrawn from the surrounding area	Thousand of m ³	22,986	22,475				✓	Disclosure 303-1	6.4	Principle 7,8	
Well water withdrawn from the surrounding area	Thousand of m ³	43,312	42,452				✓	Disclosure 303-1 Disclosure 303-2	6.4	Principle 7,8	

	Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
Total water withdrawal from surrounding area	Thousand of m³	69,150	67,749				✓	Disclosure 303-1	6.4	Principle 7,8	✓
Water used in finished products and water co-product	Thousand of m³	29,436	29,009				✓		6.4	Principle 7,8	
Water consumption in the production processes	Thousand of m³	39,714	38,559				✓		6.4	Principle 7,8	
Water consumption intensity related to the production processes	m³/tons of product	1.13	1.11				✓		6.4	Principle 7,8	
Total reduction of water intensity since 2000	%	49%	50%				✓		6.4	Principle 7,8	

(a) Production Site Environment Scope (refer to Methodology Note)

Wastewater ^(a)

Final discharge of Chemical Oxygen Demand (COD)	Thousands of tons	5.95	5.06				✓	Disclosure 306-1	6.3 14.1	Principle 7,8	
Net COD Ratio	Kg/ton of product	0.17	0.15				✓	Disclosure 306-1	6.3 14.1	Principle 7,8	
Compliance with Clean Water Standards (CWS) of production sites discharging wastewater directly to nature	# of sites compliant / total # of site under CWS	77%	74%					Disclosure 306-1	6.3 14.1	Principle 7,8	
Percentage of clean wastewater returned to nature	m³ of clean wastewater / m³ of wastewater under CWS	75%	73%					Disclosure 306-1	6.3 14.1	Principle 7,8	
Percentage of facilities that have a 4R action plan	%	49%	55%	100%	2030						

(a) Production Site Environment Scope (refer to Methodology Note)

WASH Pledge Compliance in Operations

Danone's production sites were compliant with the WASH Pledge self-assessment	%	n/a	89%								
---	---	-----	-----	--	--	--	--	--	--	--	--

Watershed Protection Plans

Number of watershed protection plans deployed	Number of plans	n/a	11								
---	-----------------	-----	----	--	--	--	--	--	--	--	--

Exhaustive 2021 Social Data

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

HUMAN RESOURCES

Total Company Employees Social Indicators ^(a)

Total number of entities having reported social indicators	Number of entities	161	150				✓				
Percentage of Danone's total employees		99.9%	99.6%				✓				

^(a) Refer to our Methodology Note

Safety reporting scope ^(a)

Total number of entities having reported safety-related indicators	Number of entities	195	190				✓				
Percentage of Danone's total employees	%	99.8%	99.9%				✓				

^(a) Refer to our Methodology Note

WORKFORCE

Total employees

Total number of employees	Number of employees	101,819	97,737				✓				
---------------------------	---------------------	---------	--------	--	--	--	---	--	--	--	--

Employees by Geographical Zone

Africa	%	8%	7%				✓				
Asia-Pacific, Middle East	%	21%	20%				✓				
Europe	%	26%	26%				✓				
North America	%	6%	6%				✓				
Latin America	%	23%	24%				✓				
Greater China	%	8%	8%				✓				
CIS	%	9%	9%				✓				

Employees by Business

Essential Dairy and Plant-Based	%	41%	41%				✓				
Waters	%	35%	34%				✓				
Specialized Nutrition	%	21%	22%				✓				
Others ^(a)	%	3%	3%				✓				

^(a) Others: Headquarters, Danone Nutricia Research, Evian Resort

Employees by Gender

Board of Directors	Number of Directors	16	13								
- Percentage of women in the Board of Directors	%	43%	45%								
Executive Committee	Number of Executives	7	7								
- Percentage of women in the Executive Committee	%	43%	29%								
Managers, directors and executives	Number of managers, directors and executives	23,367	22,469								
- Percentage of women managers, directors and executives	%	51%	52%								
Senior managers: executives (excluding Executive Committee) and directors	Number of senior managers	1,792	1,700								
- Percentage of women senior managers	%	41%	41%								
Other managers	Number of other managers	21,575	20,762								
- Percentage of women other managers	%	52%	53%								
Non-managers employees	Number of non-managers	78,452	75,268								
- Percentage of women non-managers	%	25%	27%								
Total number of men	%	69,887	65,994				✓				

	Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
Percentage of men on total employees	%	69%	68%				✓				
Total number of women	%	31,932	31,743				✓				
Percentage of women on total employees	%	31%	32%				✓				
Employees by Age ^(a)											
< 20 years	%	0.4%	0,3%				✓				
20 - 29 years	%	19.2%	17.6%				✓				
30 - 39 years	%	37.8%	36.9%				✓				
40 - 49 years	%	27.5%	28.9%				✓				
50 - 59 years	%	13.3%	14.2%				✓				
60 years and >	%	1.9%	2.1%				✓				

(a) Social Indicators Scope (refer to Methodology Note)

Hires and Dismissals ^(a)											
Total number of hires	Number of hires	12,550	13,808				✓	Disclosure 401-1	5.1 8.5	Principle 6	
Total number of dismissals	Number of dismissals	6,192	6,553				✓	Disclosure 401-1	5.1 8.5	Principle 6	
Turnover rate	%	14%	19%					Disclosure 401-1	5.1 8.5	Principle 6	

(a) Social Indicators Scope (refer to Methodology Note)

Working time and Organization ^(a)											
Percentage of total employees working in part-time	%	3%	3%				✓				

(a) Social Indicators Scope (refer to Methodology Note)

Absenteeism ^(a)											
Absenteeism rate	%	2.9%	2.9%				✓	Disclosure 403-2	8.8	Principle 3	

(a) Refer to our Methodology Note

INCLUSIVE TALENT DEVELOPMENT

INCLUSIVE DIVERSITY

Inclusive Diversity

Score on the inclusion index	%	87%	87% ^(a)								
Percentage of female executives	Number of women/ Total number of executives	30%	31%					Disclosure 405-1	5.1 8.8 16.7	Principle 3, 6	
Percentage of female directors	Number of women/ Total number of directors	42%	43%					Disclosure 405-1	5.1 8.8 16.7	Principle 3, 6	

(a) 2020 data based on the results of the One Voice Survey.

Deployment of the Parental Policy

Number of countries having implemented the Danone Global Parental Policy	Number of countries	49	54					Disclosure 401-3	5.1 8.5	Principle 6	
Number of employees covered by the Parental Policy	Number of employees	80,000	91,628								

Disability

Percentage of persons with disabilities employed by Danone in France	%	3.1%	4.2%					Disclosure 405-1	5.1 8.8 16.7	Principle 3, 6	
--	---	------	------	--	--	--	--	------------------	------------------	----------------	--

Gender Pay Gap

Gender Pay Gap	Points	3.2	3.1								
----------------	--------	-----	-----	--	--	--	--	--	--	--	--

TALENT

Talent development ^(a)

Number of employees having participated in at least one training course	Number of employees	98,105	95,542				✓	Disclosure 404-1	4.3 4.4	Principle 6	
---	---------------------	--------	--------	--	--	--	---	------------------	-----------	-------------	--

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

Percentage of employees trained	Employees trained/total number of employees under Social Indicator Scope	100%	100%				✓	Disclosure 404-1	4.3 4.4	Principle 6	
Total number of training hours	Number of training hours	2,532,056	2,322,335				✓	Disclosure 404-1	4.3 4.4	Principle 6	
Average number of training hours per employee	Training hours/employee	26	25				✓	Disclosure 404-1	4.3 4.4	Principle 6	

(a) Social Indicators Scope (refer to Methodology Note)

SOCIAL DIALOGUE

Number of agreements signed between Danone and the IUF(a)	Number of agreements	10	10					Disclosure 407-1	8.8	Principle 3	
Number of visits made by Danone and IUF representatives in the subsidiaries (b)	Number of visits	60	62					Disclosure 407-1	8.8	Principle 3	
Percentage of employees covered by collective bargaining agreements	%	78%	74%					Disclosure 407-1	8.8	Principle 3	

(a) International Union of Food Workers

(b) Between 2009 and 2021

HEALTH & SAFETY

Fatal accidents by Businesses ^(a)

Essential Dairy and Plant-Based	Number of fatal accidents	-	1				✓	Disclosure 403-2	8.8	Principle 3	
Waters	Number of fatal accidents	2	-				✓	Disclosure 403-2	8.8	Principle 3	
Specialized Nutrition	Number of fatal accidents	-	-				✓	Disclosure 403-2	8.8	Principle 3	
Others ^(a)	Number of fatal accidents	-	-				✓	Disclosure 403-2	8.8	Principle 3	
Total number of fatal accidents	Number of fatal accidents	2	1				✓	Disclosure 403-2	8.8	Principle 3	

(a) Safety reporting Scope (see Methodology Note)

Workplace accidents with lost-time by Businesses ^(a)

Essential Dairy and Plant-Based	Number of workplace accidents with lost-time	127	102				✓	Disclosure 403-2	8.8	Principle 3	
Waters	Number of workplace accidents with lost-time	70	87				✓	Disclosure 403-2	8.8	Principle 3	
Specialized Nutrition	Number of workplace accidents with lost-time	35	24				✓	Disclosure 403-2	8.8	Principle 3	
Others ^(a)	Number of workplace accidents with lost-time	20	32				✓	Disclosure 403-2	8.8	Principle 3	
Total number of workplace accidents with lost-time	Number of workplace accidents with lost-time	252	245				✓	Disclosure 403-2	8.8	Principle 3	

(a) Safety reporting Scope (see Methodology Note)

Frequency rate of workplace accidents with lost-time (FR1) by Businesses ^(a)

Essential Dairy and Plant-Based	Number of workplace accidents with lost-time/1,000,000 working	1.3	1.1				✓	Disclosure 403-2	8.8	Principle 3	
Waters	Number of workplace accidents with lost-time/1,000,000 working	0.8	1.1				✓	Disclosure 403-2	8.8	Principle 3	
Specialized Nutrition	Number of workplace accidents with lost-time/1,000,000 working	0.7	0.5				✓	Disclosure 403-2	8.8	Principle 3	
Others ^(a)	Number of workplace accidents with lost-time/1,000,000 working	1.3	2.1				✓	Disclosure 403-2	8.8	Principle 3	

	Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
Company frequency rate of workplace accidents with lost-time (FR1) ^(b)	Number of workplace accidents with lost-time/1,000,000 working	1.0	1.0				✓	Disclosure 403-2	8.8	Principle 3	✓

(a) Safety reporting Scope (see Methodology Note)

(b) For SASB standard, The FR1+FR2 is equivalent to TRIR, the difference is that FR1+2 is based on the frequency per one million hours.

Severity rate of accidents ^(a)

Severity rate	Number of days lost related to workplace accidents with lost-time/1,000 working	0.07	0.07				✓	Disclosure 403-2	8.8	Principle 3	
---------------	---	------	------	--	--	--	---	------------------	-----	-------------	--

(a) Safety reporting Scope (see Methodology Note)

Frequency rate of workplace accidents without lost-time (FR2) ^(a)

Company frequency rate of workplace accidents without lost-time (FR2) ^(b)	Number of workplace accidents without lost-time/1,000,000 working	0.95	0.79				✓	Disclosure 403-2	8.8	Principle 3	✓
--	---	------	------	--	--	--	---	------------------	-----	-------------	---

(a) Safety reporting Scope (see Methodology Note)

(b) For SASB standard, The FR1+FR2 is equivalent to TRIR, the difference is that FR1+2 is based on the frequency per one million hours.

Dan'Cares ^(a)

Employees covered by Dan'Cares	Number of employees	100,109	91,672	ALL					8.8		
Number of countries covered by Dan'Cares	Number of countries	53	55								

(a) Dan'Cares program goal is to provide all Danone employees with quality healthcare coverage of major risks, while taking account of different market practices. The three main risks taken into account are hospitalization and surgery, ambulatory care and maternity care (for more information refer to 2021 Universal Registration Document)

Employee Assistance Program (EAP)

Number of countries including the EAP in their local	Number of countries	28	28								
--	---------------------	----	----	--	--	--	--	--	--	--	--

SECURITY

Employees' security

Percentage of production plants having performed a Security self-assessment	%	82%	65%					Disclosure 404-1	4.3 4.4	Principle 6	
---	---	-----	-----	--	--	--	--	------------------	-----------	-------------	--

Security Operational Center (SOC)

Number of events noted as important or urgent by the SOC	Number of events	57	52								
Number of events reported to Danone's Security Team, as employees were identified as being in the area of the event	Number of events	11	4								
Number of occasions where the Security Team decided to contact all employees potentially affected by the event	Number of occasions	2	1								

HUMAN RIGHTS

Danone Ethics Line ^(a)

Number of alerts related to Human Rights ^(b)	Number of alerts	31	38					Disclosure 404-1	4.3 4.4	Principle 6	
Number of alerts related to Human Rights ^(c)	Number of alerts	n/a	395								
Total number of alerts that were closed during the year	Number of alerts	318	391								
Number of alerts opened during the year	Number of alerts	344	323								
Total number of alerts under investigation	Number of alerts	52	76								
Total number of alerts in the "environmental violation" category	Number of alerts	8	1								
Number of countries where human rights alerts originate from	Number of countries	14	32								

(a) For more information on Danone Ethics Line please refer to our 2021 Universal Registration Document

(b) Until 2021, the human rights category included topics related to child labor, forced labor, right to collective bargaining, working time and wages

(c) From 2021 onwards, the human rights category also includes the following topics: discrimination, harassment, and employee health, safety and security

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

PROCUREMENT

Relationship with milk producers:

Number of farms from which Danone sources directly or indirectly milk	Number of farms	50,000	59,000							
Number of these farms which are smallholders ^(a)	%	80%	94%							
Tonnage of milk directly sourced by Danone worldwide	ktons	5,100	5,567							

^(a)For 2020 and before, smallholders farms were defined as "less than 10 cows". From 2021 onwards, it is defined as "less than 25 cows"

Main sourcing regions:

Europe	%	29%	26%							
CIS	%	24%	23%							
North America	%	21%	29%							
Latin America		11%	10%							
Other regions	%	15%	11%							
Percentage of total milk collected directly by Danone coming from producers working under CPM contract ^(a)	%	29%	26%				✓			
Percentage of milk collected directly by Danone in EU coming from producers working under CPM contract ^(a)	%	43%	36%				✓			
Percentage of milk collected directly by Danone in the U.S coming from producers working under CPM contract ^(a)	%	55%	54%				✓			
Number of entities having deployed the Cool Farm Tool	Number of entities	14	15							
Number of entities having implemented the Animal Welfare tool	Number of entities	14	15							

^(a) CPM (Cost-Performance Model) contract: innovative contracts with producers in the United States, in Europe and in Russia to reduce milk price volatility, thereby offering better visibility and financial stability. (For more information refer to our 2021 Universal Registration Document).

Relationship with suppliers except liquid milk producers (RESPECT program ^(a))

Number of tier 1 suppliers sites registered on Sedex or Ecovadis platform ^(b)	Number of sites	3,891	3,489					Disclosure 414-1 Disclosure 308-1	8.8 12.7	Principle 7,8	
Number of SMETA audits conducted on Danone tier 1 suppliers, commissioned either by Danone or by peers ^(c)	Number of audits	309	556					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
RESPECT KPI 1: percentage of supplier registration on Sedex or Ecovadis	%	93%	98%								
RESPECT KPI 2: Percentage of SMETA audits planned completed ^(d)	%	89%	91%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
RESPECT KPI 3: Percentage of audits that identified critical non-conformities that were closed in expected timeline ^(e)	%	74%	82%					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
Percentage of supplier sites that completed Sedex self-assessment or obtained Ecovadis scorecard	%	57%	92%								
Total number of sites that completed Sedex self-assessment or obtained Ecovadis scorecard	Number of sites	2,218	3,297								
Total number of high risk or high priority sites selected in audit plan	Number of sites	119	129								
Total number of buyers, champions or purchasing managers that completed all the modules of the RESPECT e-learning course	Number of employees	n/a	500								

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

(a) Responsible procurement program of Danone (For more information see our 2020 Universal Registration Document).

(b) Sedex (Supplier Ethical Data Exchange) is a platform for suppliers to self-declare their CSR performance, which can be accessible to all their clients. EcoVadis is a platform for suppliers to be assessed on their CSR performance which they can share with all their clients.

(c) Suppliers identified at risk by Sedex or by Danone are audited by third-party organizations according to the SMETA protocol (Sedex Members Ethical Trade Audit).

(d) The 2020 value represents the purchasing teams' engagement in co-building 2021 audit plan combining risk and commercial significance

(e) The 2020 value represents the purchasers' involvement with their suppliers in the closure of critical non-conformities

Employee Education on Human Rights

Total number of employees that completed the e-learning training program on human rights and fight against forced labor	Number of employees	3,500	6,949								
---	---------------------	-------	-------	--	--	--	--	--	--	--	--

Critical non-conformities from SMETA audits (or those conducted using a similar methodology) of Danone suppliers in 2021

Total number of critical non-conformities	number of non-conformities	126	279					Disclosure 414-2 Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
---	----------------------------	-----	-----	--	--	--	--	--------------------------------------	---------------------	--------------------------	--

Percentage of critical non-conformities related to:

forced labor	%	1.6%	3.2%					Disclosure 414-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
child labor	%	0%	0%					Disclosure 414-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
health & safety	%	49.2%	43.7%					Disclosure 414-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
discrimination	%	0%	0%					Disclosure 414-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
freedom of association and the right to collective bargaining	%	2.4%	2.9%					Disclosure 414-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
working hours and compensation	%	33.3%	26.2%					Disclosure 414-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
the environment	%	4.8%	11.5%					Disclosure 308-2	8.7 8.8 12.7	Principles 1, 2, 4, 5	
business ethics	%	4%	3%						8.7 8.8 12.7	Principles 1, 2, 4, 5	
other	%	4.8%	9.3%						8.7 8.8 12.7	Principles 1, 2, 4, 5	

The critical non-conformities identified and reported above have been resolved or are being remedied with the suppliers.

Traceability on priority categories of procurement ^(a)

"RSPO segregated" certified palm oil	%	95% ^(b)	93%								
"RSPO Mass Balance" certified palm oil	%	3% ^(c)	5%								
Traceability of Danone's fruit supplies to the Company's Tier 2 suppliers	%	100%	100%								
Traceability of cocoa back to country of origin	%	70%	82%								
Percentage of cocoa certified within one or more programs (Rainforest Alliance, Organic, Fair Trade, Fair For Life)	%	n/a	86%								
Traceability of Cane Sugar back to the mills	%	83%	88%								
Certified cane – Bonsucro + organic	%	n/a	33%								

(a) For more information, see our 2021 Universal Registration Document

(b) End of year number. For full year 2020, this number is 50%

(c) End of year number. For full year 2020, this number is 48%

Exhaustive 2021 Health & Nutrition Data

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------



FOOD SAFETY & QUALITY

Food Safety production sites scope ^(a)

Number of production sites included in the Food Safety sites scope	Number of production sites	191	189								
--	----------------------------	-----	-----	--	--	--	--	--	--	--	--

^(a) Refer to our Methodology Note

FSSC 22000 certification ^(a)

Number of FSSC 22000 certification audits completed by independent certification bodies	Number of audits	140	190					Disclosure 416-1			
Number of production sites FSSC 22000 certified	Number of production sites	170	175					Disclosure 416-1			
Number of production sites underway FSSC 22000 certification	Number of production sites	1	186					Disclosure 416-1			
FSSC 22000 certification rate	Number of sites certified/Total Production Sites under Food Safety scope	89%	93%	100%	2022		✓	Disclosure 416-1			

^(a) Food Safety production sites Scope (refer to our Methodology Note). (FSSC 22000 is a food safety certification recognized by the Global Food Safety Initiative)

Internal Food Safety Audits

Number of food safety audits conducted in-house by the Global Food Safety Audit team	Number of audits	50	50					Disclosure 416-1			
--	------------------	----	----	--	--	--	--	------------------	--	--	--



HEALTH & NUTRITION

One Health scorecard scope ^(a)

Number of subsidiaries included in the One Health scorecard scope	Number of subsidiaries	85	75				✓				
Percentage of consolidated sales reporting health & nutrition indicators	% of consolidated sales	82%	81%				✓				

^(a) Refer to our Methodology Note

Supporting R&D and Innovation

Number of patent families at the end of the year	Number of Patent Families	476	490								
--	---------------------------	-----	-----	--	--	--	--	--	--	--	--

BETTER PRODUCTS: IMPROVE OUR OFFER

Healthy categories of products ^(a)

Percentage of volumes of products sold in healthy categories	Volumes in healthy categories/ Total volumes sold	90%	90%	90%	2021		✓				
--	---	-----	-----	-----	------	--	---	--	--	--	--

^(a) One Health scorecard Scope (refer to our Methodology Note)

In operational terms, 'healthy product categories' for Danone refers to packaged water, yogurts, milks and other daily dairy products, daily plant-based products, beverages with 0% sugar, and specialized nutrition products (except the following early life nutrition products: foods for children over 3 years old as well as biscuits and beverages for children under 3 years old). The remaining categories are mainly low sugar beverages and indulgent products.

Better products

Percentage of volumes sold in line with our Nutritional Targets 2020 ^(a)	%	86.4%	85.7%								
Percentage of volumes sold in line with the sugar target 2020 ^(b)	%	93%	92.4%	95%	2021	2016	✓	FP6	3.4		
Percentage of volumes without added sugars ^(c)	%	82%	83%	80%	2021		✓	FP6	3.4		
Percentage of volumes sold which are fortified ^(d)	%	41%	49%					FP7	3.4		

^(a) All product categories except packaged water, cooking aids, plant-based products and products for which a target is not yet defined. Products must meet all nutrient thresholds 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.

^(b) % of sales volumes 2021 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.

^(c) % of sales volumes 2021 containing no added sugars. This percentage indicator is calculated on the scope of the One Health Scorecard (see Methodology Note), for the product categories where it is relevant: Essential Dairy and Plant-Based (excluding plant-based products), Specialized Nutrition (except medical products), and all plain water and Aquadrinks.

^(d) % of sales volumes having a nutrient fortification. This percentage indicator is calculated on the scope of the One Health Scorecard (see Methodology Note), for the Essential Dairy and Plant-Based (excluding plant-based products) and Specialized Nutrition (except medical products).

BETTER CHOICES: DRIVE DEMAND

Nutritional labeling

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
Percentage of volumes having nutritional on-pack information ^(a)	%	99.3%	99.3%					Disclosure 417-1	12.8	
Percentage of volumes having nutritional off-pack information (e.g., on website, or through a consumer info line) ^(a)	%	100%	100%					Disclosure 417-1	12.8	
Percentage of volumes giving clear portion size guidance ^(b)	%	83%	92%					Disclosure 417-1	12.8	
Percentage of volumes carrying Front of Pack nutritional information ^(c)	%	96%	97%	>96%	2021	2016	✓	Disclosure 417-1	12.8	
Percentage of Danone products displaying comprehensive nutritional information	%	82.6%	91.2%							
Percentage of volumes of products sold that are compliant with Nutri-Score A or B (or equivalent)	%	88.3%	89.3%							

^(a) This percentage indicator is calculated on the scope of the One Health Scorecard (see Methodology Note) for the Businesses Essential Dairy and Plant-Based (excluding plant-based products), Specialized Nutrition and Aquadrinks (not relevant for packaged Waters, which are subject to separate regulations).

^(b) This percentage indicator is calculated on the scope of the One Health Scorecard (see Methodology Note) for the Businesses Essential Dairy and Plant-Based (excluding plant-based products), Aquadrinks (not relevant for packaged Waters, which are subject to separate regulations and Specialized Nutrition (for medical nutrition products, 100% is by definition applied due to the fact that products are prescribed by health care professionals and labeling has to follow the local legislation).

^(c) This percentage indicator is calculated on the scope of the One Health Scorecard (see Methodology Note) for the Essential Dairy and Plant-Based Business (excluding plant-based products), and Aquadrinks, excluding countries where regulations forbid the disclosure of this information.

Responsible Company practices

Number of employees trained on the Danone Policy for the Marketing of Breast Milk Substitutes ^(a)	Number of employees	6,387	5,858							
Danone compliance with the EU Pledge criteria regarding registered television advertising ^(b)	%	99.1%	99.4%					Disclosure 417-1 Disclosure 417-3		
Danone compliance with the EU Pledge criteria regarding websites and brand profiles on social media ^(c)	%	100%	100%					Disclosure 417-1 Disclosure 417-3		
Number of countries where Danone have a marketing pledge posted on their websites	Number of countries	20	22							
Percentage of major selling countries that published a local declaration on marketing to children	%	87%	95.6%							

^(a) Refer to the Methodology Note.

^(b) Based on independent audits performed in Bulgaria, France, Germany, Italy, Poland and Spain

^(c) Based on independent audits performed in the eight countries audited in 2021 (France, Germany, Greece, Italy, Netherlands, Poland, Spain, Sweden).

Education and information programs

Number of active education, information programs ^(a)	Number of programs	18	20							
Number of people potentially reached by these programs since their launch ^{(a)(b)}	Number of people	4,616,564	16,327,567							
Number of active education, information programs for Essential Dairy and Plant-Based Business ^(a)	Number of programs	5	7							
Number of people potentially reached by Essential Dairy and Plant-Based Business programs since their launch ^{(a)(b)}	Number of people	338,332	843,560							
Number of active education, information programs for Waters Business ^(a)	Number of programs	4	3							
Number of people potentially reached by Waters Business programs since their launch ^{(a)(b)}	Number of people	2,090,693	2,272,925							
Number of active education, information programs for Specialized Nutrition Business ^(a)	Number of programs	9	10							
Number of people potentially reached by Specialized Nutrition Business programs since their launch ^{(a)(b)}	Number of people	2,187,539	13,231,385							

^(a) One Health scorecard Scope (refer to our Methodology Note)

^(b) People reached by several programs can be counted several times.

Exhaustive 2021 Social Innovation Platforms Data

Unit	2020	2021	TARGET	TARGET YEAR	BASLINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	---------	---------------------	-----------------------------	--------------------	------------------------	------

DANONE COMMUNITIES

Social businesses supported by the fund ^(a)

Number of social businesses supported by the fund	Number of social businesses	12	15					Disclosure 413-1	1.4 2.3	Principle 9	
Number of countries in which these businesses are located	Number of countries	17	22					Disclosure 413-1	1.4 2.3	Principle 9	

^(a) Danone Communities Scope (Refer to our Methodology Note)

Measuring the commitment of Danone's employees ^(a)

Percentage of Danone Communities fund held by employees	%	42%	42%					Disclosure 413-1	1.4 2.3	Principle 9	
Percentage of Danone's employees in France having subscribed to the FCPE Danone Communities	%	41%	41%					Disclosure 413-1	1.4 2.3	Principle 9	
Amount invested by Danone's employees since 2008	€	38,500,000	40,073,244					Disclosure 413-1	1.4 2.3	Principle 9	

^(a) Danone Communities Scope (Refer to our Methodology Note)

Social performance of the fund ^(a)

Total number of beneficiaries ^(b)	Number of beneficiaries	10,000,000	11,000,000					Disclosure 413-1	1.4 2.3	Principle 9	
Number of beneficiaries with access to safe drinking water ^(c)	Number of beneficiaries	9,692,966	10,300,000	10,000,000	2021			Disclosure 413-1	1.4 2.3	Principle 9	
Number of beneficiaries in the fight against malnutrition and poverty ^(d)	Number of beneficiaries	276,298	468,659					Disclosure 413-1	1.4 2.3	Principle 9	

^(a) Danone Communities Scope (Refer to our Methodology Note)

^(b) The indicator refers to the total number of the social businesses beneficiaries supported by Danone Communities, in regards to the countries in the Fund.

^(c) The indicator refers to the total number of the water access social businesses beneficiaries supported by Danone Communities.

^(d) The indicator refers to the total number of the nutrition social businesses beneficiaries supported by Danone Communities.

DANONE ECOSYSTEM FUND

Danone Ecosystem fund projects ^(a)

Number of projects validated by the Fund's Board since its creation	Number of projects	90	92					Disclosure 413-1	1.4 2.3	Principle 9	
Number of active projects supported by the fund	Number of projects	34	33					Disclosure 413-1	1.4 2.3	Principle 9	
Number of partners working with the Fund	Number of partners	86	84					Disclosure 413-1	1.4 2.3	Principle 9	
Total funding engaged by the Fund	€	78,600,000	78,400,000					Disclosure 413-1	1.4 2.3	Principle 9	
Total funding engaged by the Fund and its partners	€	197,000,000	201,153,930					Disclosure 413-1	1.4 2.3	Principle 9	

^(a) Danone Ecosystem Fund Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

Number of jobs created ^(b)	Number of jobs	4,928	6,392					Disclosure 431-1	1.4 2.3	Principle 9	
Number of professionally empowered people ^(c)	Number of people	69,874	73,752					Disclosure 431-1	1.4 2.3	Principle 9	
Number of women professionally empowered ^(d)	Number of women	45,298	46,468					Disclosure 431-1	1.4 2.3	Principle 9	
Number of indirect beneficiaries ^(e)	Number of beneficiaries	4,798,639	5,289,136					Disclosure 431-1	1.4 2.3	Principle 9	

^(a) Danone Ecosystem Fund Scope (Refer to our Methodology Note)

^(b) This indicator refers to the creation of positions with a contract or a formalized micro-entrepreneurship status and with an employment of at least 6 months per year and active at the reporting date.

^(c) This indicator refers to empowerment—a process to enable people to develop and strengthen their employability and their social and economic inclusion through, for example, trainings, social benefits, micro-credit services, donations for equipment etc.

^(d) This indicator refers to empowerment—a process that enables women to develop and strengthen their employability and their social and economic inclusion through, for example, trainings, social benefits, micro-credit services, donations for equipment etc.

^(e) This indicator refers to people with an indirect benefit specific to the project, such as family members benefiting from an increased or secured revenue, people sensitized to nutrition or health and others linked to activities created by the project.

	Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
Environmental impact of the fund ^(a)											
PET collected annually	Tons	6,300	13,788								
Number of people supported by Danone and the fund to secure or increase their revenue through inclusive recycling projects	Number of people	4,000	6,902								
Number of jobs created through inclusive recycling projects	Number of people	400	3,685								

(a) Danone Ecosystem Fund Scope (Refer to our Methodology Note)

LIVELIHOODS CARBON FUND

LIVELIHOODS CARBON FUND #1

Livelihoods Carbon Fund #1 projects ^(a)

Total number of projects	Number of projects	9	9					Disclosure 413-1	1.4 2.3	Principle 9	
- Number of ecosystem restoration projects	Number of projects	3	3					Disclosure 413-1	1.4 2.3	Principle 9	
- Number of agroforestry projects	Number of projects	3	3					Disclosure 413-1	1.4 2.3	Principle 9	
- Number of rural energy projects	Number of projects	3	3					Disclosure 413-1	1.4 2.3	Principle 9	
Total investment volume (Danone and co-investors)	€	40,000,000	45,900,000	45,900,000				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

People positively impacted since 2011 ^(b)	Number of people	1,500,000	1,500,000					Disclosure 413-1	1.4 2.3	Principle 9	
Households equipped with efficient cookstoves since 2011	Number of households	120,000	163,000					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

(b) Number of people whose livelihoods are improved thanks to projects' benefits: more resources available (fish, food, cash crops, etc.) and more resilient ecosystems (restoration of agricultural land and forests, barriers against seawater, etc.). It includes households equipped with Livelihoods efficient cookstoves thus less exposed to toxic smoke.

Environmental impact of the fund ^(a)

Trees planted since 2011	Number of trees	127,000,000	127,000,000					Disclosure 304-3	6.6	Principle 7, 8	
Hectares restored since 2011	Ha	46,000	36,000					Disclosure 304-3	6.6	Principle 7, 8	
Carbon emissions avoided or sequestered since 2014	Tons	2,100,000	2,400,000	10,000,000	2032	2012		Disclosure 304-3	6.6	Principle 7, 8	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

LIVELIHOODS CARBON FUND #2

Livelihoods Carbon Fund #2 projects ^(a)

Total number of projects validated	Number of projects	6	8					Disclosure 413-1	1.4 2.3	Principle 9	
Total investment volume (Danone and co-investors)	€	65,000,000	65,000,000	65,000,000				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

People positively impacted since the launch of the second compartment ^(b)	Number of people	126,000	260,000	2,000,000				Disclosure 413-1	1.4 2.3	Principle 9	
Households equipped with efficient cookstoves since the launch of the second compartment	Number of households	36,000	78,500					Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Carbon Fund Scope (Refer to our Methodology Note)

(b) Number of people whose livelihoods are improved thanks to projects' benefits: more resources available (fish, food, cash crops, etc.) and more resilient ecosystems (restoration of agricultural land and forests, barriers against seawater, etc.). It includes households equipped with Livelihoods efficient cookstoves thus less exposed to toxic smoke

LIVELIHOODS FUND FOR FAMILY FARMING

Livelihoods Fund for Family Farming projects ^(a)

Number of active projects	Number of projects	6	8					Disclosure 413-1	1.4 2.3	Principle 9	
---------------------------	--------------------	---	---	--	--	--	--	------------------	-----------	-------------	--

(a) Livelihoods Fund For Family Farming Scope (Refer to our Methodology Note)

Social impact of the fund ^(a)

Number of people reached ^(b)	Number of people	16,000	31,150	41,000				Disclosure 413-1	1.4 2.3	Principle 9	
Number of people directly empowered ^(c)	Number of people	5,300	8,940	13,000				Disclosure 413-1	1.4 2.3	Principle 9	
Number of farms connected to markets or supply chains of investors in the fund ^(d)	Number of farms	2,000	6,000	10,000				Disclosure 413-1	1.4 2.3	Principle 9	

(a) Livelihoods Fund For Family Farming Scope (Refer to our Methodology Note)

Targets given are set for current projects in the fund's portfolio

(b) This indicator corresponds to the number of people whose livelihoods are improved thanks to projects' benefits: more resources available (food, cash crops, etc.) and more resilient ecosystems (restoration of agricultural land and forests, access to water etc.). It includes people benefiting somehow from the project directly or indirectly, being or not involved in L3F project action. They include Family members of direct beneficiaries, people sensitized to good practices and people benefiting from a shared access to the project facilities, tools or services.

(c) This indicator corresponds to the number of men and women who, as a direct result of an L3F project action, have strengthened their: social and economic inclusion, or their awareness on how to best achieve his/her social and professional goals, or their capacity to best achieve his/her social and professional goals.

(d) This indicator corresponds to the number of farms that are connected to markets or supply chains of investors in the funds. Number of farms (one farm =one household) that are GPS-localized, who benefit from one of the L3F project activities and for who yearly volumes and values of local crop(s) production are recorded up to the first transformer. The farms are considered as connected if they are active project participants and that their production can be traced up to the supply chain of the project partners.

Environmental impact of the fund ^(a)

Hectares converted to sustainable farming practices	Ha	868	6,740	22,000				Disclosure 304-3	6.6	Principle 7, 8	
---	----	-----	-------	--------	--	--	--	------------------	-----	----------------	--

(a) Livelihoods Fund For Family Farming Scope (Refer to our Methodology Note) Targets given are set for current projects in the fund's portfolio

Exhaustive 2021 Compliance Data

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	------------------------	--------------------------------	-----------------------	---------------------------	------

RESPONSIBLE PRACTICES: ETHICS AND INTEGRITY

Percentage of countries where the Company have deployed the Third Party Vetting digital tool	%	17%	70%							
Number of alerts including human resources, corruption and fraud	Number of alerts	469	568							
Number of third parties vetted	Number of parties	1,675	14,425							
Percentage of third parties vetted that were approved	%	97.8%	95.0%							
Percentage of third parties vetted that were approved with mitigation	%	1.9%	4.7%							
Percentage of third parties vetted that were rejected	%	0.3%	0.3%							

Danone Way 2021 Data

Unit	2020	2021	TARGET	TARGET YEAR	BASELINE	EXTERNALLY VERIFIED	CORRESPONDING GRI STANDARDS	RELATED SDG TARGET	RELATED UNGC PRINCIPLE	SASB
------	------	------	--------	-------------	----------	---------------------	-----------------------------	--------------------	------------------------	------

OVERARCHING SECTION

Sustainability Integration into Business

Percentage of entities that monitor and discuss regularly their local OPOH performance within their Leadership Teams.	%	n/a	71%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

OFFERING QUALITY, SAFE, ON TREND PRODUCTS

Food Safety & Quality Management

Percentage of entities with a QFS continuous improvement plan in place as part of the entity's business plan, with an associated scorecard tackling the 4 QFS pillars.	%	n/a	95%				✓				
--	---	-----	-----	--	--	--	---	--	--	--	--

IMPACTING PEOPLE'S HEALTH LOCALLY

Health Strategy & Governance

Percentage of entities that have implemented a formalized routine to identify the key health issues and trends that are relevant to consumers, authorities, and other stakeholders in their market.	%	n/a	71%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

Health Activation

Percentage of entities that have included considerations of nutritional quality and naturality of recipes in 100% of innovations and reformulation projects in 2021.	%	n/a	85%				✓				
--	---	-----	-----	--	--	--	---	--	--	--	--

PRESERVING AND RENEWING THE PLANET'S RESOURCES

Regenerative Agriculture

Percentage of entities that have developed a concrete project for at least one of their brands, in line with at least one of the three pillars of the Regenerative Agriculture framework, for their main raw materials.	%	70%	66%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

Circular Packaging Transformation

Percentage of entities that have assessed the recycling system (collection, sorting, and recycling) in the countries they operate in to estimate recycling rates for packaging used in their market.	%	43%	58%				✓				
--	---	-----	-----	--	--	--	---	--	--	--	--

Food Waste

Percentage of entities that have established partnerships with key external stakeholders to reduce food waste upstream and/or downstream using at least two of the following strategies: <ul style="list-style-type: none"> • Partnering with retailers or suppliers on a specific food waste reduction project to prevent food waste • Launching innovative projects with start-ups or service providers to create solutions to food waste problems with potential for widespread implementation • Engaging directly with consumers on food waste reduction through at least one targeted communication campaign. 	%	n/a	27%				✓				
--	---	-----	-----	--	--	--	---	--	--	--	--

Water Preservation

Percentage of entities that have a water roadmap and monitor their water performance according to the Danone's Water Policy commitments on a quarterly basis.	%	72%	75%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

CREATING AN INCLUSIVE AND ENGAGING WORKPLACE FOR ALL

Social Dialogue

Percentage of entities that have discussed with unions or employee representatives and proposed to eligible employees the FutureSkills program if a validated project affected employees or their working conditions.	%	n/a	100%				✓				
Percentage of entities that have developed an articulated reskilling program with unions or employee representatives to prepare employees for identified jobs of the future, among entities that have proposed the FutureSkills program to employees.	%	n/a	28%				✓				

Talent Development

Percentage of entities that planned a development conversation with each employee at least once every two years in order to provide feedback, come up with an individual development plan and provide visibility on potential future development opportunities.	%	76%	81%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

Inclusive Diversity

Percentage of entities that have developed an Inclusive Diversity (ID)(a) Roadmap with clearly defined action plans and KPIs to measure its progress. The roadmap should include inclusive behavior, gender balance, and other locally relevant topics.	%	66%	71%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

Human Rights for temporary workers

Percentage of entities that have screened all existing contracts with labor agencies and started a process to ensure that both the Sustainability Principle and the GPFEW (with the human rights clause adapted to local legislation) are included in all contracts.	%	60%	62%				✓				
--	---	-----	-----	--	--	--	---	--	--	--	--

FOSTERING INCLUSIVE GROWTH

Responsible Sourcing Performance

Percentage of entities where buyers and category/regional procurement directors' annual objectives include an element related to the RESPECT program's results.	%	n/a	62%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

Affordvaluity

Percentage entities that offer one or more healthy products in their portfolio targeted at low-income populations, or have launched a dedicated project or intervention to provide or expand access to healthy nutrition or safe drinking water to low-income populations. ^(a)	%	51%	55%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--

(a) By low-income populations, we are targeting economic groups below C2

WORKING WITH PARTNERS FOR GREATER IMPACT

Stakeholder Management & Public Affairs

Percentage of entities that are capable of itemizing their advocacy expenses including trade association fees, costs of engagement with or membership in tax-exempt groups, and costs of advocacy representation.	%	76%	84%				✓				
---	---	-----	-----	--	--	--	---	--	--	--	--