

DANONE POLICY ON STAKEHOLDER ENGAGEMENT 2024



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INTRODUCTION

For over 50 years, Danone has been committed to creating a positive impact through its Dual Project, which integrates economic and social goals. This heritage is supported by continuous social dialogue and stakeholder engagement, fostering balanced and inclusive decision-making.

Danone's approach to stakeholder engagement involves interacting with individuals and groups that both impact and are impacted by its value chain¹. This engagement enables us to understand diverse viewpoints and address community needs. It promotes value creation through dialogue, accountability, and transparency, aligning business practices with societal needs. Danone listens to and addresses stakeholder concerns, fostering trust and mutual respect. This commitment to open dialogue and partnership demonstrates that business success and social progress can go hand in hand.

WHO THIS POLICY APPLIES TO

This policy applies to all Danone employees, notably those who interact with specific groups such as authorities, policymakers, organizations, and customers, across all subsidiaries and markets.

The stakeholder engagement policy should be read in complement with other policies, frameworks, and rules, including the:

- [Danone's Code of Business Conduct](#)
- [Danone's Integrity Policy](#)
- [Danone's Healthcare Systems Compliance](#)
- [Danone's Advocacy Policy](#)

DANONE'S APPROACH TO STAKEHOLDER ENGAGEMENT

Danone engages with a broad range of stakeholders (see appendix), including employees, suppliers, healthcare professionals, public officials, and NGOs, **through various channels** such as stand-alone activities, trade associations, and multi-stakeholder coalitions, globally, regionally, and locally to understand their expectations and assess the impact of its business on partners, communities and the environment.

Our engagement is based on key principles applied consistently across all levels.

¹ [OECD-Due-Diligence-Guidance-for-Responsible-Business-Conduct.pdf](#) Stakeholder engagement involves interactive processes of engagement with relevant stakeholders. Stakeholder engagement can take place through, for example, meetings, hearings or consultation proceedings. Meaningful stakeholder engagement is characterized by two-way communication and depends on the good faith of the participants on both sides.

OUR KEY PRINCIPLES

- We **act in an honest, fair and transparent way** in all our interactions.
- The **information we share is correct, based on facts, accurate and is presented in a way that is not misleading.**
- We **ensure balanced decision-making by using a structured approach that considers diverse stakeholder** interests through interactive processes of engagement, and feedback mechanisms, and maintains regular, transparent dialogue by holding meetings, publishing reports, and using various communication channels.
- We are **committed to responsible lobbying and advocacy practices** that recognize the role of public officials in policymaking and support inclusive and democratic decision-making, always in compliance with regulations and laws.
- We are committed to advocating for policies that improve health and nutrition and respect planetary boundaries, consistent with our sustainability strategy and the Danone Impact Journey.

HOW WE ENGAGE WITH OUR STAKEHOLDERS

Danone gives importance to stakeholder engagement to inform its decision-making processes and ensure robust governance, effectively addressing impacts, risks, and opportunities. Our global approach includes gathering insights from various stakeholders, including those who may potentially be impacted by our business decisions, by conducting thorough materiality assessments, and actively seeking their inputs and feedback on key issues and concerns. These efforts are integrated into our governance structure to align with our commitment to creating shared value, building trust, and fostering collective action.

- We highly **value the insights we gain from stakeholder engagement at all levels of the Company**, to address potential impacts, risks and opportunities and make informed business decisions. Additionally, Danone presents an overview of its advocacy approach and key partners, including trade associations and NGOs, each year to the CSR Committee of the Board of Directors.
- **Danone conducts regular materiality assessments** to inform its strategy and prioritize its actions. For example, in 2024, Danone completed a double materiality assessment at corporate level, which incorporates diverse internal and external stakeholder perspectives. The result was presented to the Audit Committee of the Board of Directors and will be reviewed regularly.
- Danone **actively seeks stakeholder input and feedback when developing policies, positions, and commitments on key issues** such as climate change and human rights. This feedback informs Danone's positions and action plans, which are regularly reviewed by Danone's executive leadership. We proactively publish many of our policies and positions on topics on our advocacy agenda, as well as our input to public consultation, all are available on Danone's website.
- We are committed to maintaining an **open and transparent environment where stakeholders feel safe to report concerns**. Our whistleblowing policy ensures that all reports are taken seriously, investigated thoroughly, and addressed promptly, with protections in place for those who come forward ([Danone ethics | Danone](#)).

- Danone **listens to the voices of underrepresented groups and minorities**, including Indigenous Peoples and marginalized communities, when engaging with stakeholders.
- As a Société à Mission, we have incorporated in Danone's by-laws health, social and environmental objectives, overseen by the **Mission Committee composed of independent global experts whose role is to monitor and challenge the Group's roadmap and progress on sustainability topics**.

TOPICS WE ENGAGE ON

Danone's participation in policy discussions is varied, covering macro-topics related to the Danone Impact Journey, such as agriculture, circular economy, or climate change, as well as more specific topics like information to consumers, nutritional care as part of cancer care or product quality and safety standards.

APPENDIX

OUR KEY STAKEHOLDER GROUPS

The key stakeholder groups listed below are the ones our corporate functions engage with directly. This does not include other stakeholder groups such as consumers and patients, with whom we interact through other means, such as surveys, public consultations, and community outreach programs.

Academic and scientific communities

With topics such as food safety, healthy eating and drinking habits, gut health, and specialized nutrition, we place scientific research at the heart of our growth strategy. By partnering with academic and scientific communities, we aim to deepen our understanding of health and nutrition issues at every stage of life. We integrate this knowledge into developing healthy and innovative products, purpose-driven brand strategies, and impactful programs.

Affected communities

We define affected communities as those impacted by Danone's operations or value chain, including Indigenous Peoples, and marginalized communities. We listen to these voices through our global double materiality assessment (Impacts, Risks, Opportunities methodology). On the ground, we tailor our efforts to local contexts, rely on scientific assessments, and engage stakeholders like Indigenous Peoples, and community leaders. This ensures our efforts are well-informed, culturally sensitive, and effective in addressing challenges, particularly in policies related to regenerative agriculture, responsible sourcing, and human rights.

Customers

We are stepping up our collaboration and investments with customers to build trustful and mutually beneficial relationship. We activate our brands in-store and across various platforms to match local tastes, lifestyles, and shopping preferences. As we constantly expand across multiple distribution channels, our ongoing interaction with customers through regular dialogue

help co-building innovative initiatives encouraging shopper to make healthier and more sustainable choices.

Employees

We build strong relationships with employees through continuous engagement and dialogue, using tools like the Danone People Survey² and social dialogue with trade unions. This approach, supported by collective bargaining agreements, enhances working conditions and well-being, reflecting our commitment to a positive and inclusive workplace.

Healthcare professionals

Danone maintains an ongoing relationship with healthcare professionals, notably through medical representatives who regularly meet with general practitioners and specialists (nutritionists, dieticians, pharmacists, pediatricians, allergists, oncologists, geriatricians, etc.).

When engaging with healthcare professionals and healthcare institutions, we do so in line with our Danone values of being a socially responsible business, guided by the highest ethical standards. We believe by doing so we will continue to earn and strengthen the trust of our external stakeholders and employees whilst protecting our long-term business performance (see our [Healthcare Systems Compliance Policy](#)).

We believe engaging with the healthcare community on factual and scientific grounds in an open and transparent manner is essential to impacting health for the better. As we learn from one another, our collective contribution to health will be enhanced.

Non-Governmental Organizations

Non-Governmental Organizations and civil society actors are crucial in policy and public debates, in both sustainability and business advocacy. Danone has a shared interest – and responsibility – in finding solutions to public health, social, and environmental challenges the world is currently facing. We regularly consider the perspectives of NGOs, exchange and collaborate with them to share best practices and insights, maximizing positive impact on health, the environment, people and communities. This collaboration is essential for tackling systemic issues like reducing carbon emissions, transitioning to regenerative agriculture, and fighting malnutrition at large.

Public officials

Danone interacts with public officials including policymakers and regulators to help inform laws and regulations that are relevant to our business, our consumers and patients, and related sustainability and societal topics (see our [Advocacy Policy](#)).

Shareholders and financial community

We build and maintain solid relationships with the financial community, focusing primarily on institutional investors, financial analysts, individual shareholders, rating agencies, and market authorities. We engage with the financial community through various channels including notably regular meetings, investors' events, annual general shareholders' meeting, regulatory publications, quarterly earnings, or diverse shareholders' communications. Key discussion topics typically cover Danone's strategy, financial performance, sustainability priorities, and corporate

² The Danone People Survey measures the various dimensions of Danone employees' engagement: personal accomplishment and motivation, as well as indices that track well-being and inclusion.

governance. We consistently promote transparency, responsiveness, proactivity, and inclusivity in our engagements.

Suppliers

We engage with a diverse supplier base that includes smallholder farmers, startups, SMEs, and multinational enterprises, to build trustful relationships. Our [Sustainable Sourcing Policy](#) promotes responsible sourcing through regular dialogue and ongoing working relationships. We foster sustainable, inclusive growth with our suppliers through transparent, collaborative partnerships and a continuous improvement mindset. Additionally, we are committed to supporting smallholder farmers, recognizing their vital role in the food system and economy. We aim to improve their livelihoods and working conditions, making the sector more attractive for future generations.