

FOCUS ON PEOPLE & COMMUNITIES

Danone UK & Ireland

Updated July 2025



HOW WE ARE DELIVERING ON PEOPLE & COMMUNITIES

OUR AMBITION

Our ambition is to help our Danoners and the communities where we operate and source from thrive in a fast-changing world.

Our social mission dates back over 100 years when our founder, Isaac Carasso, sold yogurts in pharmacies in Spain to address malnutrition and other diseases. This philosophy continued in 1972, when our then CEO, Antoine Riboud, outlined a vision for the company where economic and social goals would be interdependent. This visionary thinking became known as the ‘dual project’ and it has been the cornerstone of our mission ever since.

HOW WE’LL GET THERE

Being a B Corp reinforces our commitment to being a force for good for people and the planet. We integrate social impact right across our business, supply chains and communities. In 2023, Danone launched a global taskforce to renew its social ambition and set out priority focus areas as part of the Danone Impact Journey. We’ve built on these global People & Communities priorities to reflect specific challenges facing employees and communities in the UK & Ireland, such as the cost of living and food insecurity.

OUR B CORP JOURNEY

The B Corp Community is a global movement of businesses that provide leadership by demonstrating their commitment to people and the planet. Certified B Corporations, or B Corps, are companies verified by B Lab to meet high standards of social and environmental performance, transparency and accountability.

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

“
By becoming a B Corp, we’re holding ourselves to account to deliver on our Dual Project. We can make impact at scale, advocate for change and use our brands to unlock awareness. We want to do this as part of a community that inspires us to constantly do more, and B Corp provides us with the right framework to do just that.”

RICHARD HALL
VICE PRESIDENT, GENERAL SECRETARY,
DANONE UK & IRELAND

In this section

OUR GOALS

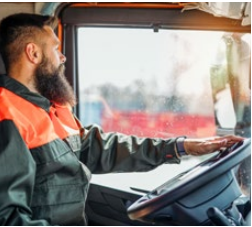


FOSTER A UNIQUE, DIVERSE AND INCLUSIVE CULTURE

HOW THEY SUPPORT OUR AMBITION

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

[Read more p2](#)



PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS

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

[Read more p4](#)



BE A FORCE FOR GOOD IN OUR COMMUNITIES

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

[Read more p7](#)



FOSTER A UNIQUE, DIVERSE AND INCLUSIVE CULTURE

WHY BUILDING AN INCLUSIVE CULTURE IS IMPORTANT TO US

Across the UK & Ireland, Danoners are united by a common purpose – to bring health through food to as many people as possible. It’s our ambition for our teams to reflect the diversity of our patients and consumers, to understand and serve their needs as best we can. We’re on a journey, and we’re not there yet, but we’re proud of the of work we’re doing to create a place where every Danoner feels included, heard and valued for the unique contribution they bring. As a B Corp, we seek to ensure that we partner with suppliers who share our values and strive for this same inclusive culture through their own policies and practices.



Certified B Corporation

How this supports our B Corp certification:

Pay workers in line with or above the living wage. Create an inclusive workplace for all, with clear policies and practices.

OUR APPROACH

Our approach starts with listening to our employees through our annual Danone People Survey (DPS) and co-building meaningful action plans from the feedback received with our Employee Consultative Forum (ECF). Through this we look to understand our workforce and the key issues impacting them, to better understand how we can ensure everyone feels included and supported at Danone UK & Ireland.

We’re proud of the strong gender balance in our UK & Ireland business. We continue to evolve our policies, including hybrid working arrangements, flexibility for parents returning to work, and transparent succession planning.

EMBEDDING INCLUSIVE TALENT PRACTICES

We’ve been working with partners such as Talent Mapper to strengthen our talent processes from attraction to acquisition and beyond. We’ve adopted more robust assessment tools and all hiring managers complete inclusive hiring training, upskilling them in our skills-based hiring model.

We want to give candidates the best chance to succeed. To support people with sight impairment and neurodiversity, we’ve integrated a tool called “Recite Me” on to our careers website. It allows candidates to customise their view and change font size, language, remove visual distractions, and support reading with a ruler function. We also use a job template that uses inclusive language, and share interview questions with candidates in advance.

PAYING A LIVING WAGE

We’ve been certified as a Living Wage employer since 2023. This applies across all of our UK & Ireland business, including our factories. The Living Wage is independently calculated, based on the cost of living.

SUPPORTING LEARNING & DEVELOPMENT

In 2024 our DPS feedback showed that we could strengthen our focus on learning and development. Led by discussions with our ECF we have created content on these topics and worked with each function across Danone UK & Ireland to set up a development day or week to shine a light on this throughout 2025.

We have also reshaped our learning offer to be skills-based to further our support for employees. This has enabled wider access to our learning programmes and better development against specific skills required to be successful.

OUR KPIS

Global: Achieve gender balance in management globally by 2030



Global: Close gender pay gap by 2025



Global: Maintain inclusion index above peers



PERFORMANCE

2023 UK & Ireland performance:	2024 UK & Ireland performance:
69% FEMALE	67% FEMALE
2023 UK & Ireland performance ¹ :	2024 UK & Ireland performance²:
UK: -3.81%	UK: -4.87%
IRL: 0.89%	IRL: 1.5%
2023 UK & Ireland performance:	2024 UK & Ireland performance:
79%	80%
(+ 2pts ahead of peer set)	(+ 3pts ahead of peer set)

1 Based on 2022 data.
2 Based on 2023 data.

The skills development on offer are focused on skills that are required both externally and internally, now and in the future, to ensure future employability of our employees.

Recognising our responsibility as a major employer, at the beginning of 2024 we welcomed the first cohort of our Early Careers Scheme, with the aim of supporting and inspiring the next generation—because young people aren’t early talent, they’re just in time to lead change for a better world.



FOSTER A UNIQUE, DIVERSE AND INCLUSIVE CULTURE

CASE STUDY

SUPPORTING OUR PEOPLE THROUGH EMPLOYEE NETWORK GROUPS

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

Our Employee Network Groups span a range of identities and topics, for example:

DanoneParents: supporting parents.



Impact: set up a swap/exchange for toys and equipment, held talks on parenting-related topics. Since setting up the group the business has increased parental leave for new fathers to four weeks.

Danonecare: creating community for carers in our business.



Impact: partnered with Carers UK to provide all carers with "Jointly" the carers app for information and resources. Ran drop in events for members who needed a friendly ear and support during carers week. Shared testimonials from members who bravely shared their stories on our internal social channels to raise awareness.

Danoneable: for Danoners with disabilities and their allies.



Impact: Inspired the introduction of mobility and neurodiverse questions in our event planning. As a result, quiet spaces are now provided at large company events for those who struggle in intense social settings.

“**There is no one “right way” for brains to work and, at Danone, 1 in 8 of us is neurodivergent. My mission is to create an environment where everyone can bring their whole self every day and thrive and succeed no matter how differently they think. Our ENGs are integral to sustaining an inclusive culture and fostering belonging, and I’m thrilled to set up our newest group to support all our neurodiverse Danoners.**”

JOHN HOARE
VP, CHANNEL AND CUSTOMER DEVELOPMENT

We have now launched a new Employee Network Group, to start a conversation for those Danoners who are neurodiverse. We're at the beginning of the journey but already have the support of our Board sponsor John Hoare, VP Channel & Customer Development UK.

“**Leading the parents ENG has not only allowed me to contribute to supporting our members but has also enriched my own experience as a working parent. My 2024 highlight was the Danone parents activation week in September 2024 with various activities to support and celebrate working parents including the #parentshacks competition, and a lunch & learn seminar led by life coach Roz Davies on career growth and personal well-being.**”

ANNIE LAURE ROBIN
DANONEPARENTS LEAD, DANONE UK & IRELAND



THE JOURNEY AHEAD

We'll keep building on our lessons learned from our employees so we can ensure all colleagues feel included and supported. That's one of the reasons we launched an Employee Network Group in 2025 dedicated to our neurodivergent employees, and will focus on education and tackling stigma throughout the year. We have also seen a drop-off in employees aged 54+. We'll look to understand causes from exit interviews and review our policies with a multi-generational lens to help older workers consider Danone as a company in which they can stay, learn and grow.

PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS

WHY WORKING IN PARTNERSHIP WITH SUPPLIERS AND PROMOTING HUMAN RIGHTS IS IMPORTANT TO US

Suppliers play a critical role in delivering our Danone Impact Journey, from providing quality ingredients to make our healthy products, to decarbonising our value chain, and upholding human rights in the supply chain. To succeed in delivering these ambitions together, we have a responsibility to ensure supply chain workers are treated with respect and dignity.



How this supports our B Corp certification: work with suppliers to improve their environmental and social impact.

OUR APPROACH

Danone is committed to respecting human rights across the value chain: taking measures for their prevention, mitigation and, where appropriate, remediation. Upholding human rights requires constant focus, especially as supply chains evolve.

Danone has worked with Shift (the leading centre of expertise on the UN Guiding Principles on Business and Human Rights), to complete a global assessment of salient human rights impacts. This informed our global Human Rights Policy update published in 2022, with a renewed focus on human rights in our own operations and a strengthening of human rights due diligence (HRDD) across our supply chain.

In June 2024, we published our new Sustainable Sourcing Policy (SSP), setting out the social, environmental and business ethics standards we expect of our suppliers. This evolved from the Danone Sustainability Principles (DSP). The SSP goes further than the DSP with:

- its environmental principles, with tailored requirements based on materiality, and
- its reference to recommended management systems appropriate to reach the social, environmental and business ethics standards.

We had already identified ten social principles for the social pillar in 2022. The SSP provided an opportunity for further engagement with internal and external experts, NGOs and worker representatives. As a result, some additional provisions have been added for certain core mandatory requirements. For example, wages must be paid on time and in full, directly to workers, and any deductions that are not legally mandated require workers’ consent.

This updated policy also requires suppliers to cascade these requirements to their own supply chains, fostering improvements across the value chain. The scope of the SSP covers all Tier 1 suppliers excluding those specifically covered by the DSP, such as farmers and other business partners (public administration with no industrial and commercial activities, distributors, retailers, etc.). We’ll deploy the SSP gradually to reach 100% coverage by 2030.

OUR KPIS

Global: Danone Sustainable Sourcing policy deployed to all suppliers by 2030



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



UK & Ireland: Embed Supplier Relationship Management programme, covering 80% of spend by 2025



PERFORMANCE

2023 Global performance:

EARLY STAGES

2024 Global performance:

IN PROGRESS

2023 UK & Ireland performance:

EARLY STAGES

2024 UK & Ireland performance:

IN PROGRESS

2023 UK & Ireland performance:

EARLY STAGES

2024 UK & Ireland performance:

79%



PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS



SOURCING RAW MATERIALS

Our ingredient supply chains include fresh milk, dairy ingredients, fruit, sugar, cocoa and soy. We source directly where possible, but in other cases these can be complex sourcing chains involving intermediaries. This makes visibility of human rights risks more challenging. We've been working towards greater transparency beyond direct suppliers, notably on palm oil, cocoa, paper and board. The risks associated with these raw materials are typical of agricultural value chains, including concerns related to working conditions, health and safety, forced labour, and child labour.



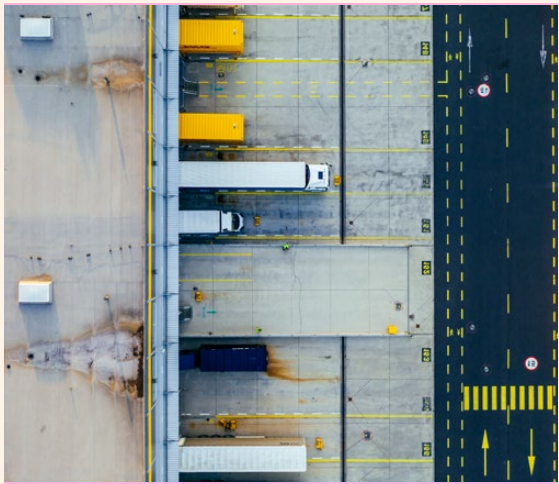
ASSESSING AND AUDITING TIER 1 SUPPLIERS

Tier 1 suppliers are our direct suppliers of final products. They have to comply with our Code of Business Conduct and Sustainability Principles for Business Partners, or gradually the Danone Sustainable Sourcing Policy as it is rolled out. Our global RESPECT programme assesses tier 1 suppliers social, environmental and ethical performance to make sure it complies with our policies. This includes auditing high risk or high priority suppliers using third-party experts. To support suppliers and monitor the audit follow up, we have dedicated resources in Asia and Latin America. The objective is to assist suppliers in developing their corrective action plans, with the goal of getting the audit closed by the auditor after verification in accordance with the Sedex Members Ethical Trade Audit (SMETA) methodology.



KEEPING CONSISTENT STANDARDS AT OUR PRODUCTION SITES

We have five manufacturing sites in the UK & Ireland and also source finished products from factories across Europe. Workers are often a combination of employees, contracted workers and external agency workers hired through temporary work agencies. It can be challenging to ensure the standards upheld across these different groups are equivalent. In 2024 we completed a rigorous Human Rights self-assessment across our manufacturing sites, identifying gaps and putting in place action plans to close them by the end of 2025. Our UK & Ireland Human Rights Governance Task force meets bi-monthly to ensure progress is made on these actions.



PRIORITISING DUE DILIGENCE FOR DISTRIBUTION

In the UK & Ireland, we work with third-party logistics providers to transport our products to our customers. Given the complexity of this industry and the need to subcontract, it's a priority focus area for human rights due diligence. We require all logistics providers above a certain spend threshold to register with EcoVadis, making sure their standards are transparent.

PARTNER WITH OUR SUPPLIERS AND PROMOTE HUMAN RIGHTS

STRENGTHENING HUMAN RIGHTS GOVERNANCE AND AWARENESS

In 2023, Danone established the Human Rights Due Diligence (HRDD) central governance, led by the Chief Human Resources Officer. A global task force is responsible for shaping the overall strategy, equipping the local Country Business Units with tools, methodologies and guidance, and monitoring implementation. Local governance structures have been established in each Country Business Unit.

In the UK & Ireland specifically, we established a local Human Rights Task Force in 2024. The taskforce has created action plans for each local business unit to make sure we’re mitigating salient risks in our own operations. Raising awareness of human rights is an important part of our strategy. In 2024 we began a communication plan to build awareness of this topic and our Human Rights policy.

CASE STUDY

CONNECTING WITH SUPPLIERS TO EXPAND OUR IMPACT

This year, we held our second annual Partner Day. We want to inspire suppliers and Danoners on the role they play in delivering progress on the three pillars of our supplier relationship management strategy - efficiency, growth, and Danone Impact Journey. Bringing people together at our Partner Day helps to foster a sense of community across the whole ecosystem.

The day brought in outside expertise, for example on alternative fuels, automation and recyclability trends. We also showcased our internal work on inclusive recruitment practices, charity partnerships and an overview of regenerative agriculture practices.

The Partner Day also gave us an opportunity to recognise suppliers for the work they’ve done. For example, our Irish logistics supplier PRL was awarded best carbon emissions reduction initiative for the pioneering move to 100% biofuel (HVO) in Ireland. Meanwhile our healthcare logistics supplier, Ceva, won the best efficiency initiative for the positive impact on over 30,000 patients by automating the warehouse picking process using robots.

By sharing our challenges, showing how we’re taking action and showcasing best practice, we aim to inspire our partners to come forward with projects and opportunities to help us reach our shared goals. For example, we received feedback that our showcase of Danone’s inclusive recruitment practices, has sparked suppliers to think about their own approach to this topic.

“
Such a great day at Danone’s Partner Day — insightful, engaging, and a brilliant platform for sharing ideas around sustainability. Being the first to receive their Sustainability Award was a real honour for PRL, especially from a partner so committed to driving meaningful change. We’re proud to collaborate with Danone and to be part of a shared journey toward a lower-carbon future.”

VIOLET DEVEREUX
CEO, PRL



THE JOURNEY AHEAD

In 2025 we’ll continue our internal communication plan on human rights to ensure that internal and external workers understand the importance of this topic, and our stance. We’ll roll out mandatory e-learning on human rights across the UK & Ireland business, ensuring that all Danoners understand the role that they can play. We will continue to embed our Sustainable Sourcing Policy with a focus on key global strategic suppliers.

BE A FORCE FOR GOOD IN OUR COMMUNITIES

WHY BEING A FORCE FOR GOOD IN COMMUNITIES IS IMPORTANT TO US

As Danone’s then CEO Antoine Riboud stated in his 1972 speech, “A company’s responsibility does not stop at the factory gates or the office door. Its actions have repercussions throughout the whole community, and influence the quality of life of each citizen.” This philosophy continues to guide our commitment to making a positive impact in the communities we serve.

In June 2023, 17% of UK households were ‘food insecure’,³ and in Ireland, 19% of parents struggled to feed their children at some point in the last twelve months.⁴ We can help address food poverty by redistributing food that would have gone to waste, and supporting access to nutritious food.

But our commitment goes further. Through various initiatives, including volunteering, educational programmes, support for charities and local sustainability initiatives, we strive to enhance the quality of life for everyone in our communities.



OUR KPIS

PERFORMANCE

Global: All employees covered by B Corp certification by 2025



2023 UK & Ireland performance:
100%

2024 UK & Ireland performance:
100%

UK & Ireland: 50% employees volunteering



2023 UK & Ireland performance:
56%

2024 UK & Ireland performance:
55%

UK & Ireland: 1 million meals a year provided/donated to communities



2023 UK & Ireland performance:
1.96M

2024 UK & Ireland performance:
1.8M

OUR APPROACH

We have refocused our community impact initiatives to align with our Danone Impact Journey. In 2023, in the UK & Ireland, we launched strategic charity partnerships with FoodCycle and FoodCloud respectively to improve access to nutritious food. Our strategic charity partners help improve health, reduce food waste, and foster community engagement through their programmes. We support them by donating food, donating money, providing practical support from our employees and utilising our nutrition expertise. We also redistribute surplus food through FareShare and Company Shop in the UK, and FoodCloud in Ireland.

VOLUNTEERING IN LOCAL COMMUNITIES

Danone gives all employees two days of paid leave for volunteering. We encourage our people to use their time and skills by volunteering with our charity partners FoodCycle and FoodCloud and other local causes. We’ve mobilised our colleagues across the country around key campaigns such as fundraising for our charity partners and the ‘Rescue Me’ national litter picking initiative. We are also able to harness the unique expertise of our employees to support our partners. For example, this year Danoners with data and analytics skills took part in skills-based volunteering to analyse FoodCycle’s Guest Survey data to help the charity understand their impact and improve services.

³ The State of the Nation’s Food Industry 2023 report https://foodfoundation.org.uk/sites/default/files/2023-11/FF_SofNFI_Report%202023_FINAL.pdf
⁴ Food Insecurity in Ireland: Impact on Children and Their Parents, Barnardos Ireland, 2023 <https://www.barnardos.ie/wp-content/uploads/2023/11/Barnardos-Food-Poverty-Report-A4-2023.pdf>

BE A FORCE FOR GOOD IN OUR COMMUNITIES

8 MILLION

meals donated since 2017





44

causes supported in 2024

2,007

hours volunteered in 2024



43%

of hours volunteered were with our Charity Partners in 2024



1,310

hours volunteered with charity partners since launch of partnership (to end 2024)



654

volunteer occasions in 2024



PARTNERING WITH CHARITIES WHO GIVE TARGETED SUPPORT

We provide awareness raising, fundraising and volunteering for GroceryAid which offers emotional, financial and practical help for people working in the grocery industry. Through our Alpro brand we partner with Well Grounded, a social enterprise which supports people who are out of work to start careers in the coffee industry. The programme enables participants to gain technical accreditations and barista experience, as well as providing employability support, job coaching and mentorship.

Colleagues working at supply points support initiatives in their local areas. For example, in the north of England the Harrogate team support the Great British Spring Clean litter pick. Our Irish factories run a community support initiative providing donations to local charities, sports clubs and community groups.

“**Volunteering is important to me because I like giving something back to my local community, and I really enjoy connecting with people along the way. I think volunteering adds real value. Whether you’re preparing food, collecting and dropping off food parcels or tidying up a community garden you feel a real sense of purpose and fulfilment. And it gives you energy for when you’re back in the office!”**

IAN JACKSON
HEAD OF BUSINESS SOLUTIONS,
DANONE UK & IRELAND



THE JOURNEY AHEAD

Our partnerships with FoodCycle and FoodCloud are set to grow and evolve, aligned with our objective of supporting access to nutritious food. For example, we’ll develop and launch new nutrition support for children and families.

We are launching a new volunteering platform to make it even easier for our Danoners to identify opportunities to positively impact communities in their local areas. We’ve also increased our volunteering target from 50% in 2024 to 60% in 2025 and look forward to strengthening our impact.

BE A FORCE FOR GOOD IN OUR COMMUNITIES

CASE STUDY

SHARING SUPPORT AND KNOWLEDGE TO TACKLE FOOD POVERTY AND ISOLATION

We have partnerships with two charities that tackle food poverty and food waste. In the UK, we work with FoodCycle - a charity that uses surplus food to offer nutritious meals to communities. In Ireland, we work with FoodCloud - the country's largest food redistribution charity, connecting businesses with surplus food to charities and community groups that need it.

FOODCYCLE

Danone started to collaborate with FoodCycle in 2023. We are providing financial support of £300,000 over three years, alongside practical assistance through nutritional education and employee volunteering. Since 2023, when our partnership began, FoodCycle has expanded its reach from 62 projects and now supports communities in 103 locations.

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

FOODCYCLE GUEST

OFFERING NUTRITIONAL SUPPORT

Harnessing Danone's nutritional expertise has been a key strategic pillar of the partnership, aimed at supporting healthy, sustainable diets for FoodCycle's guests.

For example, Danone helped update FoodCycle's online Nutrition Training for Project Leaders and volunteers. The training is now certified by the Association for Nutrition (AfN) and will enable volunteers to expand their understanding of nutrition and how to create delicious and nutritionally balanced meals for guests.

We also helped the organisation develop a healthy eating guide for guests and volunteers. This guide focuses on basic nutritional information, budget-friendly shopping tips, and accessible recipes.

SUPPORTING HEALTHY EATING THROUGH COMMUNITY DINING

We have supported research commissioned by FoodCycle which shows the positive impact of community dining on nutrition and healthy eating.

The report found:

- Community dining can increase access to healthy, sustainable meals and promotes positive dietary behaviour changes among guests.
- 71% of FoodCycle guests said they have tried or bought fruit or vegetables that they wouldn't normally eat as well as increasing the variety of these choices.
- Since coming to FoodCycle around half the guests report eating less sweets/sugary foods (49%).

FOODCLOUD

Since launching our partnership with FoodCloud in 2023, we have supported over 605 charities and community groups across Ireland. We have been able to make a significant impact on food redistribution, providing 174 tonnes of surplus food which is the equivalent of 415,086 meals. Our Danoners in Ireland are passionate about supporting FoodCloud and have volunteered 534 hours, for example helping out in FoodCloud's warehouses and getting involved in gleaning to rescue imperfect produce that is perfectly good to eat. Last year they also raised an additional 4,000 euros through fundraising events including a Christmas fundraiser.

OFFERING NUTRITIONAL SUPPORT

Our nutritionists have played a pivotal role in supporting FoodCloud by producing eight recipes tailored to meet the nutritional needs of the communities they serve. These recipes have been included in food parcels, helping recipients receive nutritious and balanced meals. We delivered a webinar on Nutrition for Healthy Ageing to FoodCloud's network of charities and community groups. Focused on the nutritional needs of older people, it provided practical tips and guidance on how to cater to these needs using surplus food.



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

AOIBHEANN O'BRIEN
DIRECTOR OF DEVELOPMENT
AND INNOVATION, FOODCLOUD