

# **FIGHT AGAINST FORCED & CHILD LABOUR REPORT**

2025 STATEMENT



# INTRODUCTION

# FOREWARD

## WHAT IS FORCED LABOUR?

Forced labour and child labour are a violation of fundamental human rights, and can take many different forms, including:

- Slavery
- Servitude
- Forced and compulsory labour
- Human trafficking

The international labour organisation (ILO) defines forced labour as “all work or service which is exacted from any person under the threat of a penalty and for which the person has not offered himself or herself voluntarily.” The ILO estimates that there are approximately 27.6 million victims of forced labour worldwide, including 17.3 million in the private economy.

Forced labour and child labour are further defined in section 2 of Canada’s *Fighting against forced labour and child labour in supply chains act*.

Danone has a zero-tolerance approach to forced labour. It’s our belief that to make progress businesses, governments and civil society as a whole must work together to challenge and prevent forced labour.

In this statement, we set out what we are doing to prevent forced labour in our business operations and our supply chain.



# STRUCTURE, ACTIVITIES & SUPPLY CHAINS

# COMPANY PROFILE

This report covers **Danone Inc. (Danone Canada)** and **Nutricia North America, Inc.**

Danone Canada and Nutricia North America are both entities within Danone's global group of companies.

While they operate as separate legal entities with distinct geographic scopes, both are governed by Danone's Group-wide policies and commitments, including those related to human rights and the prevention of forced and child labour.



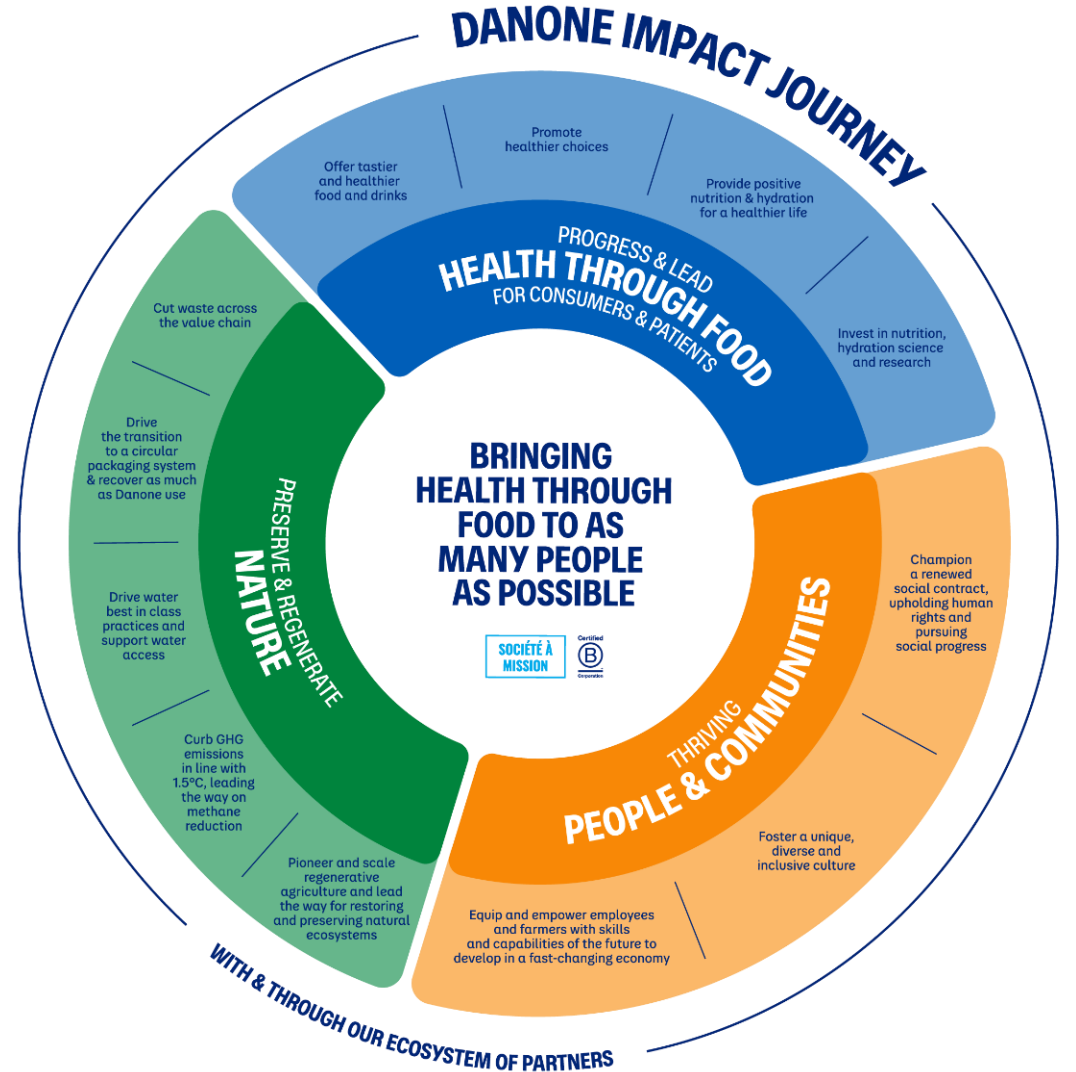
# OUR AMBITIONS

## THE DANONE IMPACT JOURNEY

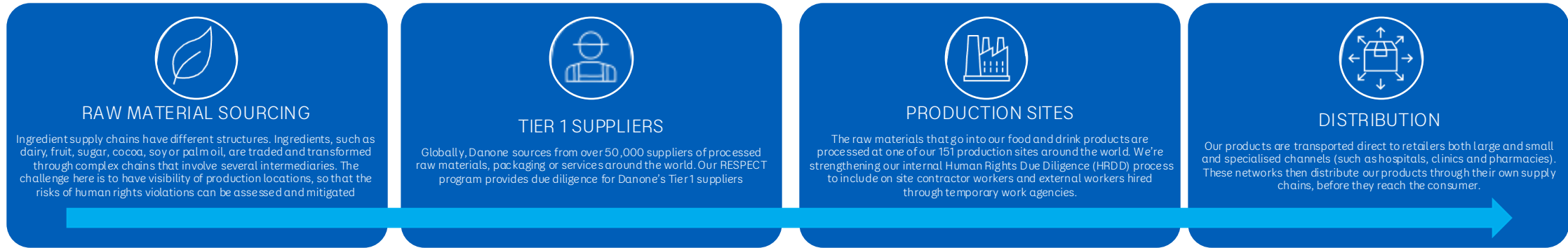
The Danone Impact Journey was defined in February 2023 with three pillars of action – Health through Food; Nature; and People & Communities – covering 12 priorities and 29 targets. Those three pillars are interconnected, all serving Danone’s unique purpose. 2025 marks an important milestone for Danone’s ambition towards 2030, as it is also a target date for many of the Danone Impact Journey commitments.

From ambition to impact, Danone has delivered with consistency and excellence, uniquely positioning the Group as a pioneer where it can have a meaningful impact. Most targets were achieved, thanks to continuous and strong efforts, enabled by robust business integrated governance, along with external partners, and proper resource allocations. The achievements below are the results of those efforts to embed the Danone Impact Journey in business as a lever of both impact and performance, resilience and competitiveness

**THROUGH THE DANONE IMPACT JOURNEY, WE’RE CHAMPIONING A RENEWED SOCIAL CONTRACT – FOSTERING A PROSPEROUS AND INCLUSIVE ECOSYSTEM, UPHOLDING HUMAN RIGHTS AND PURSUING SOCIAL PROGRESS**



# OUR SUPPLY CHAIN



As one of the world's biggest food and beverage manufacturers, we understand our impact and influence not only on global food systems, but also the people who work in the industry. It's important to us that our sourcing has a positive impact, creating jobs and opportunities for people around the world, and respecting and promoting human rights.

Our suppliers also have a major role to play in delivering our Danone Impact Journey. This is why we're fostering partnerships and developing mutually beneficial working relationships. Transparency, as well as a mindset of continuous improvement, are key to our supplier engagement, and the promotion of sustainable and inclusive growth.

## RESPECTING THE PEOPLE BEHIND THE FOOD

We know that global and complex agri-food supply chains carry the risk of human rights and environmental violations. Whilst this is more acutely the case upstream at farm or plantation level, it's also a risk at our Company's Tier 1 supply level, as well as in our own entities specifically for the external workforce. To address these risks, we have:

- Established a set of fundamental sustainability principles.
- Developed due diligence systems tailored to the respective scopes.
- Continued to engage with our suppliers, working together towards more responsible practices.

# POLICIES & DUE DILIGENCE PROCESSES

# KEY POLICIES

[STATEMENT ON FORCED LABOUR](#) - As a member of the Consumer Goods Forum, we recognize our role as a responsible business to respect and promote human rights and decent working conditions worldwide. We commit to working together with our peers across the industry and with other key stakeholders to help eradicate forced labour.

[HUMAN RIGHTS POLICY](#) - Affirms Danone's commitment to respecting and strengthening human rights throughout Danone's operations and value chain: ending exploitation, decent working conditions, respecting people in communities where Danone operates.

[CODE OF BUSINESS CONDUCT](#) - Covers several topics related to responsible practices, including anti-corruption, conflicts of interest, confidentiality, fraud, money laundering, interactions with government officials, international trade sanctions, competition, data protection, human rights, and the environment, and includes the protection of individuals who raise concerns.

[SUSTAINABLE SOURCING POLICY](#) - Sets out Danone's standard across environmental, social and business ethics topics for Danone's suppliers.

[ANTI-HARASSMENT AND DISCRIMINATION POLICY](#) - A Policy to prevent and fight harassment and discrimination at work.

GLOBAL ON-SITE EXTERNAL WORKFORCE POLICY (Internal) - Sets out rules and standards for labor agency workers prohibiting notably payment of recruitment fees by workers

# VIGILANCE PLAN: LEGAL DUE DILIGENCE FRAMEWORK

## LEGAL FRAMEWORK

Danone's Vigilance Plan fulfills the requirements of Article L.225-102-1 of the French Commercial Code (Code de commerce) on the duty of vigilance of parent companies and main contractors. In accordance with French law, Danone's Vigilance Plan sets out the reasonable actions implemented within the Group to identify risks and prevent severe adverse impacts on human rights and fundamental freedoms, the health and safety of people, and the environment. The risks covered by this Plan are those arising from the activities of Danone and the entities it controls within the meaning of Article L.233-16 II of the French Commercial Code (the "Subsidiaries") and Suppliers and Subcontractors with which the Group maintains an established commercial relationship (the "Suppliers and Subcontractors").

## GOVERNANCE AND MANAGEMENT

Danone's vigilance plan demonstrates the group's aims to continuously improve and intensify its proactive approach to risk prevention and management. The Sustainability Due Diligence Committee, co-chaired by the Chief Sustainability Officer and the SVP General Counsel, Regulatory Affairs and Compliance, meets quarterly to define a roadmap, setting out the objectives, milestones and resources required to implement the Vigilance Plan. It reviews the company sustainability risk mapping, the measures taken and the assessments of their efficiency and brings together the in-house experts in charge of Human Rights, Environment, Legal Affairs, Procurement, Sustainable Finance, Public Affairs and the topic owners responsible for each risk identified in the risk mapping. The Sustainability Due Diligence Committee presents its actions to the Global Impact Steering Committee, which provides strategic guidance, monitors ongoing initiatives and approves action plans. This Global Impact Steering Committee oversees the Sustainability Due Diligence Committee's progress at least once a year.

## STAKEHOLDER DIALOGUE

Regular dialogue with Danone's internal and external stakeholders underpins its vigilance plan and reflects an integrated approach aimed at aligning economic performance with sustainable value creation. Danone works closely with its stakeholders, enabling the group to contribute to debates and issues relating to social, societal and environmental topics and to continually improve its own actions in this area. Danone's teams are in regular contact with experts on environmental issues, human rights and fundamental freedoms, and health and safety of workers, as well as with employee representatives, suppliers, subcontractors, customers, investors, local and international organizations and associations and public authorities. Below is a non-exhaustive list of the main organizations and associations in which Danone is actively involved with on the topic of Human Rights and Fundamental Freedoms:

- AIM-Progress
- Consumer Good Forum Human Rights Coalition (CGF) with the support of the Fair Labor Association (FLA)
- Business for Social Responsibility (BSR)
- World Council on Sustainable Development (WBCSD)

# HUMAN RIGHTS DUE DILIGENCE PROCESS (HRDD) IN OWN OPERATIONS

Danone monitors its subsidiaries' alignment with the DSP, the UNGPs, the OECD Guidelines for Multinational Enterprises, and the ILO Declaration on Fundamental Principles and Rights at Work by implementing a Human Rights Due Diligence (HRDD) process across its own operations, covering forced labor, child labor and other labor rights, which Danone already addresses through specific policies and frameworks.

HRDD is the process through which companies identify, prevent, mitigate, and account for their impact on human rights. Danone fulfilled its commitment to roll out this process across the entire Group by the end of 2025, including for external workers employed through temporary work agencies or subcontractors. To achieve this, the Group designed the following six-step framework and is working towards embedding it in regular business practices: (i) communicating the Human Rights Policy and establishing dedicated governance at global, zone, and country levels, (ii) assessing human rights risks, (iii) developing and implementing prevention and mitigation plans, (iv) monitoring progress, (v) reporting, and (vi) ensuring access to remedy.

Danone is taking a risk-based approach to HRDD. With support from external experts, the Group identified its top 10 priority countries and committed to their sites being third-party audited during the 2024–2025 cycle. By end-of-2025, 184 audits had been completed. Danone applies a structured, time bound process to resolve audit nonconformities which, when completed, is verified by third parties. 90.0% of findings from 2024 audits were closed within the agreed timeline. Remaining actions, including those related to 2025 audits, are tracked through defined plans, with oversight from global and local teams to ensure completion and readiness for third-party verification.

Through this process, Danone is gaining deeper insights into systemic risks across geographies. The Group leverages findings from root cause analysis to reinforce operational practices, leading to more efficient processes, such as better management of working hours and external workforce, and increased efficiency of grievance mechanisms. These insights also inform more targeted and effective training. This approach ensures that audits lead to actionable outcomes and drive lasting, meaningful changes.

As part of its key actions in 2025, Danone enhanced its Group-wide HRDD governance and tracking framework, under the sponsorship of the Chief Human Resource Officer and the Chief Sustainability and Business Strategy Officer. Cross-functional senior leaders across geographies are involved in defining priorities and resource allocation. At country level, Business and Human Rights Leaders are key to supporting the process and monitoring follow up actions. 2025 key action also involved introducing dedicated human rights questions into the Danone People Survey.

# HRDD IN OUR SUPPLY CHAIN: RESPECT PROGRAM

## WORKING WITH TIER 1 NON-FARMERS

Danone implements responsible sourcing due diligence to ensure Tier 1 suppliers, other than raw milk suppliers, comply with the DSP and, progressively, the Sustainable Sourcing Policy, through its RESPECT program. This involves working with and assessing suppliers, the performance of audits and an obligation to remedy critical noncompliance brought to light by audits. The RESPECT program, which aligns with principles outlined in the UN Guiding Principles on Business and Human Rights, is structured around four main pillars: ESG risk screening of Tier 1 suppliers; self assessments; on-site assessments commissioned by Danone and performed by third party experts; and ongoing dialogue with suppliers and monitoring of corrective actions.

## TIER 1 SUPPLIER ESG RISK SCREENING AND SELF-ASSESSMENT

Since 2024, Danone is continuously reinforcing its RESPECT programme through a ESG risk screening tool which has enabled a more tailored and proactive due diligence process, focusing on human rights impacts. In addition, Danone requires in-scope Tier 1 suppliers to complete a self-assessment questionnaire evaluating their sustainability performance on the Supplier Ethical Data Exchange (Sedex) or the EcoVadis platform, depending on the supplier type. These platforms generate scorecards that evaluate labor standards, health and safety, environmental practices, and business ethics.

## ON-SITE ASSESSMENT (AUDITS)

Danone identifies high-risk or high-priority suppliers to undergo on-site assessments (audits). The 2025 audit plan was designed using the in-house approach that has been in place since 2020, combining human rights risks and spend level. Based on this analysis, the RESPECT team collaborated with purchasing teams worldwide to co-develop the 2025 audit plan, selecting 350 high-risk or high-priority sites for audit, to complete an on-site assessment, in accordance with the Sedex Members Ethical Trade Audit (SMETA) protocol. This protocol assesses labor standards, health and safety, environmental practices, and business ethics. The audits are conducted by third-party experts. Through the Sedex platform, Danone can also access audit reports of shared suppliers conducted by peer companies and participates in mutual recognition of audits through the AIM-Progress initiative.

## ONGOING DIALOGUE WITH SUPPLIERS WITH MONITORING OF CORRECTIVE ACTIONS

Following an audit, Danone's goal is to establish regular dialogue with its Tier 1 suppliers about their responsible business practices and to monitor the implementation of corrective actions identified by the audits, including those conducted by peer companies on shared suppliers. To support suppliers globally and monitor the audit follow-up, the RESPECT team has dedicated resources in Asia and Latin America. The objective is to assist suppliers in developing their corrective action plans by providing expert support, resources and regular engagement, with the goal of getting the audit closed by the auditor after verification in accordance with the SMETA methodology.

## COLLECTIVE WORK AND SUPPLIER CAPABILITY BUILDING

Danone is an active member of AIM-Progress, an industry initiative that supports advancing human rights in supply chains through responsible sourcing. Capability building is a key pillar of the initiative, which Danone supports, co-hosting supplier events with industry peers. The aim of these supplier events is to raise awareness of human rights, due diligence processes and sustainable sourcing practices, and to address key sourcing topics. Since 2023, events have focused on India.

# DANONE'S WHISTLEBLOWING SYSTEM

## THE DANONE ETHICS LINE

Since 2017, the Danone Ethics Line (DEL) has enabled whistleblowers to report concerns about any existing or potential wrongdoings in breach of the Danone Code of Business Conduct or any of Danone's other policies, but also applicable codes of practice or potential violations of laws and regulations, and more globally, any illegal behavior, inappropriate financial practices or activities posing an environmental or human rights risk.

The DEL is open to all stakeholders, including Danone's current and former employees, value chain workers (temporary agency workers, workers employed via external service providers, independent contractors), suppliers, local communities and any other third parties. The DEL is available in 56 languages, 24/7 and all around the world, via the internet or phone, at: [www.danoneethicsline.com](http://www.danoneethicsline.com)

## PROTECTION OF WHISTLEBLOWERS

Danone ensures that whistleblowers are protected, as outlined in Danone's whistleblowing statement. This statement is available on Danone's website and on the homepage of Danone's whistleblowing system. Having a secure platform protecting its users with the possibility to report anonymously can increase the number of concerns raised and therefore maximize the mitigation of potential problems. As with all other policies and mandatory frameworks, Danone regularly reviews and improves the DEL.

## HANDLING OF REPORTS

The Group has implemented detailed procedures to review all concerns raised, whether internal or external, in a prompt, independent and objective manner. When there is enough information to investigate, the Global Compliance Integrity team and/or the Global Human Resources Compliance and Labor Law team (unless a whistleblower opts for a local review, as per EU law) then appoints an independent internal or external investigator. Serious breaches are handled in collaboration with the Danone Ethics Line Committee ("DELC") for integrity matters, or the Chief Human Resources Officer, a member of the Executive Committee, for workplace-related issues, including human rights. For workplace-related concerns raised by or concerning non-Danone team employees, the Human Resources compliance team will typically be assisted by the Human Rights and Sustainability (procurement) teams to process the concern.

*Based on the 2025 Danone People Survey, over **85%** of global employees reported being aware of the whistleblowing system, and **86%** indicated they trust it.*

# ADDITIONAL GRIEVANCE MECHANISMS

## GENERAL APPROACH

Danone strongly supports a culture of speaking up for value chain workers, without fear of retaliation against those who report actual or suspected breaches of the Danone Sustainability Principles or the Sustainable Sourcing Policy. In addition to the Danone Ethics Line,

- Danone has set up a dedicated process for addressing grievances or alerts related to raw material agricultural workers conveyed to the Group by other means: public media, NGOs, investors etc.
- Danone also requires suppliers to have effective grievance mechanisms in place for their workers to raise workplace concerns. In 2023/2024, Danone participated in a pilot project to support a group of European logistics suppliers to improve their grievance mechanisms;
- Finally, workers' concerns that are uncovered through supplier SMETA audits are addressed and remedied as part of the RESPECT program

## MANAGING GRIEVANCES AND CONCERNS RELATED TO RAW MATERIALS

Since 2019, Danone has implemented a specific grievance mechanism for palm oil, with the support of the Earthworm Foundation (available on Danone's website). This mechanism is also being used for other commodities.

A dedicated team meets regularly to address any incoming NGO and media alerts. When allegations of non-compliance against producers arise, the Group carries out an investigation with support from internal and external experts, and with Tier 1 suppliers involved in the value chain when the allegations took place further down the value chain (e.g. Tier 3 or 4). If low-risk non-conformities are confirmed, Danone asks the producers to develop an action plan to remedy the non-conformities. In the case of high-risk non-conformities, which has occurred most often for palm oil, the Group works with its Tier 1 suppliers and can choose to suspend the non-compliant producers until they demonstrate concrete progress toward their commitments. Danone informs all its active suppliers about the suspension decisions, and the suspended producer is only allowed to re-enter the Group's supply chain after demonstrating progress and, ultimately, with Danone's consent.

# FORCED LABOUR AND CHILD LABOUR RISKS

# DOUBLE MATERIALITY ASSESSMENT

In 2024, Danone updated its materiality assessment to meet new regulatory requirements based on the European Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS). Subsequently, a double materiality assessment was concluded with an approval meeting with Danone’s global Engagement Committee in December 2024. In 2025, Danone updated its materiality assessment to align with market practices.

The relevant sustainability matters for assessment were identified based on ESRS topics, sub-topics and sub-sub-topics, Danone’s historic material topics, peer practices and recognized industry standards. The sustainability matters were then translated into gross impacts, risks, and opportunities, based on the activities, value chain and products and services sold by Danone. The identification process was largely based on Danone’s existing risk mapping (e.g. the Group’s annual strategic risk mapping, the Vigilance Plan in section 4.7 Vigilance plan), Danone’s answers to CDP’s climate, water and forest questionnaires, and existing studies. The gross impacts, risks and opportunities were then reviewed and assessed by Danone’s internal experts. The experts used different tools and studies presented in each ESRS to identify and assess the material impacts, risks and opportunities.

## OUTCOMES OF DOUBLE MATERIALITY ASSESSMENT ON FORCED AND CHILD LABOUR

	Type	Location in the value chain			ESRS coverage
		Upstream	Own operations	Downstream	
<p><b>Forced labor</b></p> <p>Forced labor has significant physical, mental and economic impacts on individuals, leading to conditions of slavery, poverty and indebtedness infringing on the fundamental right to human dignity. Migrant and seasonal workers, and workers hired through labor agencies are particularly vulnerable to the risk of forced labor.</p>	Negative impact	x	x	x	S1 S2
<p><b>Child labor</b></p> <p>Child labor can deprive children of their childhood, potential and dignity, interfere with their education and be harmful to their physical and mental development. It can contribute to perpetuating cycles of poverty and exploitation.</p>	Negative impact	x		x	S2

# DANONE'S VIGILANCE PLAN: RISK MAPPING

The methodology applied by Danone to assess potential risks is based on several parameters including the sector of the activity, the magnitude of the negative impact based on the severity, scale/scope and reversibility of the potential damage, and the estimated likelihood of the risk based on its frequency and geographical location. This methodology draws on the main international benchmarks for human rights and responsible business conduct, including:

- the principles enshrined in the United Nations Guiding Principles on Business and Human Rights (UNGPs);
- the Organization for Economic Cooperation and Development (OECD) guidelines for multinational enterprises; and
- the conventions and declarations of the international labour organization (ILO), such as the declaration on fundamental principles and rights at work.

The purpose of the risk analysis was to identify the main actual or potential negative impacts arising from Danone's activities and those of its subsidiaries, suppliers and subcontractors. The methodological approach to risk mapping comprises three key phases:

- building a risk register;
- modeling the value chains linked to Danone's main activities; and
- mapping the main gross risks in detail.

## RISK RELATING TO FORCED LABOR

This risk relates to workers being forced to work through violence or intimidation, or through more subtle means such as withheld identity documents or threats of being reported to immigration officials. This risk, which is considered very low for Danone employees, may particularly exist for external workers (temporary workers and Subcontractors) within Danone, as well as at its Suppliers and Subcontractors. This type of situation often arises from risks related to unethical hiring practices that force workers to pay high recruitment fees that can lead to debt bondage. Temporary workers, especially migrant workers, are particularly vulnerable to forced labor.

## RISK RELATING TO CHILD LABOR

This risk is considered very low in Danone's operations and primarily concerns its supply chain. According to the Food and Agriculture Organization of the United Nations (FAO, 2023), 70% of child labor is in agriculture. The paper and board packaging value chain is vulnerable to child labor (logging), along with other agricultural value chains such as cocoa. This risk also exists in the food manufacturing sector.

# REMEDICATION MEASURES

# INVESTIGATION AND REMEDIATION PROCESSES

Any serious violations identified through the Danone Ethics Line and any nonconformities identified during the Group's controls and audits are remediated in collaboration with the appropriate internal experts within the Group. This work is overseen by either the General Secretary, or by the Chief Human Resources Officer, depending on the matter. These remediation and/or mitigation plans may involve process improvements, disciplinary actions and sanctions, training and communication initiatives, and enhanced monitoring by the Compliance team in the form of a steering committee responsible for overseeing the implementation of corrective measures.

# HUMAN RIGHTS REMEDIATION GUIDELINES

In 2025 Danone developed its Human Rights Remediation Guidelines to equip country teams with practical guidance on how to address human rights cases identified either through audits and self-assessments or via Danone's grievance mechanism (Danone Ethics Line – DEL). The guidelines clarify the different types of responsibility, outline the range of remedial measures available, and establish a structured process for follow-up and for measuring the effectiveness of actions once a remediation case is closed.

# CONCERNS RAISED THROUGH THE DANONE ETHICS LINE

## STATISTICS

In 2025, 582 reports were recorded in the human rights category. These reports came from 36 countries (vs 516 reports in 36 countries in 2024). As a reminder, the human rights category was broadly redefined in 2021 to include child labor, forced labor, the right to collective bargaining, working time and decent wage, the set of issues related to discrimination, harassment, and workers' health, safety and security. In addition, questions asked to all employees in the Danone People Survey in 2023 (about their knowledge of DEL), in 2024 (about their level of trust in the DEL) and in 2025 regarding whether they were comfortable reporting any unethical practices, including human rights issues, or environmental concerns also contributed to this increase.

All these topics have been brought under the human rights category and form a set intended to:

- end exploitation (prohibiting child and forced labor, prohibiting harassment and abuse, ensuring reasonable working hours): 227 reports (mostly relating to harassment);
- maintain decent working conditions (granting a decent wage and at least the applicable legal minimum or standard pay, committing to safe and healthy working conditions, granting the right to freedom of association and collective bargaining, ensuring all workers are treated equally with respect and dignity, promoting inclusion): 341 reports (almost all relate to misconduct and discrimination).

In summary, 79.0% of reports in the area of human rights related to harassment, misconduct or discrimination.

In 2025, 629 human rights reports were closed by year end and 104 were still under investigation. Of those closed reports 273 were totally or partially substantiated. In 2025, four reports related to the environment. After investigation, two were partially substantiated and two were unsubstantiated.

In 2025, the alert system registered a total of 1,356 reports worldwide (including those related to human rights and environmental concerns mentioned above), i.e., an increase of 21.3% compared to the previous year. *This increase demonstrates the continued awareness of the DEL as driven by communications, e-learning courses and culture surveys.*

# BREAKDOWN OF CRITICAL NON-CONFORMITIES IDENTIFIED THROUGH RESPECT PROGRAM

Within the RESPECT program, the SMETA audits have globally identified the following non-conformities:

Non-conformities	2024	2025
<b>TOTAL NUMBER OF CRITICAL NON-CONFORMITIES IDENTIFIED</b>	<b>480</b>	<b>587</b>
<b>PERCENTAGE OF CRITICAL NON-CONFORMITIES RELATED TO:</b>		
Forced labor	2.7%	–%
Child labor	0.4%	0.7%

The 0.7% of child labour indicated in the chart above represents four audit non-conformities related to child **processes**, specifically suppliers that did not have adequate age-verification procedures in place. Three of these non-conformities have been closed following corrective actions, and the remaining one is being closely monitored.

No actual cases of child labour were identified; therefore, no remediation was required.

# REMEDIATION OF LOSS OF INCOME

*\*NOT APPLICABLE, WE HAVE NOT IDENTIFIED ANY LOSS OF INCOME TO VULNERABLE FAMILIES RESULTING FROM MEASURES TAKEN TO ELIMINATE THE USE OF FORCED LABOUR OR CHILD LABOUR IN OUR ACTIVITIES AND SUPPLY CHAINS.*

# TRAINING

# TRAINING AND UPSKILLING WORKFORCE ON HUMAN RIGHTS, DUE DILIGENCE AND SUSTAINABLE SOURCING

In 2025, as part of the Mandatory Learning campaign, a Group-wide human rights training program was launched for all Danone employees across all countries. The program aimed to build employees' knowledge and raise awareness of human rights, fostering a deeper understanding across the organization.

96.9% of all global Danone employees were trained on Danone's Human Rights policy in 2025.

Additionally, Mandatory e-learning programs and/or in-person training for all employees on anti-harassment and discrimination were deployed.

Complementing ongoing training efforts, Danone organized a Business and Human Rights Leaders capacity building event through its Global Human Rights Campus in Paris, to upskill on various aspects of HRDD, Danone's commitments, and action plans, while discussing challenges, co-creating solutions, and facilitating interaction with senior business leaders, including presentations from members of the Executive Committee. Building on its success in 2024, the Campus continued to be a recurring platform for human rights learning, collaboration, and strategic alignment across the business throughout 2025.

Importantly, the new Sustainable Sourcing Policy has been deployed to 20% of total spend of Danone's Tier 1 suppliers in scope since its launch in June 2024. This included dedicated onboarding sessions for suppliers, focused on explaining policy expectations and the requirements related to their own due diligence.

# ASSESSING EFFECTIVENESS

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# STATEMENT ON ASSESSING EFFECTIVENESS

Globally, Danone uses a range of methods to assess the effectiveness of its efforts to prevent forced labour and child labour across its operations and supply chains. These include:

- Conducting regular reviews of policies and procedures related to forced labour and child labour.
- Tracking key performance indicators, such as employee awareness levels, the number of cases reported and resolved through grievance mechanisms
- Partnering with external organizations to carry out independent reviews or audits of Danone's actions.
- Working closely with suppliers to assess the effectiveness of their actions to address forced labour and child labour, including monitoring relevant performance indicators.

*Details related to these measures have been integrated throughout the relevant sections of this report.*

# GOVERNANCE – CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

The Corporate Social Responsibility (CSR) Committee assists the Board of Directors in overseeing sustainability matters, with a particular focus on the pillars of Danone's sustainability journey: health, nature, people and communities. This includes oversight of topics related to Forced and Child Labour.

In this role, the CSR committee:

- reviews Danone's sustainability strategy, commitments, key targets, and policies, and monitors their implementation.
- Examines the results of the company's annual consolidated sustainability reporting and is informed of the main aspects of the reporting process.
- Regularly reviews the company's main extra-financial ratings.
- Assesses how Danone considers evolving stakeholder expectations, including those of investors, customers, public authorities, partners, non-governmental organizations (ngos), employees, and communities, on sustainability topics.

The CSR Committee's duties are described in detail in the Board of Directors' rules, which are available on the Danone website at [www.danone.com](http://www.danone.com) (Group/About us/Governance/By-laws, rules of procedure of the Board of Directors and business conduct policies).

## WORK OF THE COMMITTEE IN 2025 AND EARLY 2026 RELATED TO FORCED AND CHILD LABOUR

During 2025 and early 2026, the CSR committee's work related to the topic of forced and child labour included:

- presentation and discussion of the new objectives of Danone impact journey phase 2 across the three pillars: nature, health, and people and communities.
- Updates on human rights topics, including employee training initiatives and the implementation of Danone's sustainable sourcing policy and social principles.
- Reviews of updates to various sustainability-related policies developed by Danone.

IN ACCORDANCE WITH THE REQUIREMENTS OF THE ACT, AND IN PARTICULAR SECTION 11 THEREOF, I ATTEST THAT I HAVE REVIEWED THE INFORMATION CONTAINED IN THE REPORT FOR THE ENTITY OR ENTITIES LISTED ABOVE. BASED ON MY KNOWLEDGE, AND HAVING EXERCISED REASONABLE DILIGENCE, I ATTEST THAT THE INFORMATION IN THE REPORT IS TRUE, ACCURATE AND COMPLETE IN ALL MATERIAL RESPECTS FOR THE PURPOSES OF THE ACT, FOR THE REPORTING YEAR LISTED ABOVE.

PASCAL LACHANCE

DIRECTOR SUSTAINABILITY, DANONE INC.

MAY 26, 2026

A handwritten signature in black ink that reads "Pascal Lachance". The signature is written in a cursive, flowing style.

I HAVE THE AUTHORITY TO BIND DANONE INC. AND NUTRICIA NORTH AMERICA, INC.