

<p style="text-align: center;">GROUPE DANONE / IUF AGREEMENT ON DIVERSITY 2007</p>

PREAMBLE

Diversity must be a permanent objective. In this spirit, Groupe DANONE and the IUF hereby assert the following:

- the implementing of systems to favour diversity is a way of progressing towards equal opportunities for all Groupe employees and for all those who apply for jobs in the Groupe,
- diversity is beneficial for the company and stimulates creativeness and innovation as well as helping us to meet consumer and employee expectations as well as those of society as a whole.

The signatory parties stipulate the following:

- that the fight against all forms of discrimination is a formal commitment of all Groupe DANONE companies in conformity with the fundamental social principle on non-discrimination¹,
- that they are already committed to themes related to diversity through conventions covering fundamental social principles, professional equality of men and women or non-discrimination related to the carrying out of union mandates,
- that, through the present convention, they intend to go further still and set progress objectives to promote actual equality in the field of access to jobs and recruitment, training, career development, remuneration and conditions at work.

This is why the signatory parties call on the social counterparts (management, unions and/or workers representatives)² at a local level:

- to be actively involved against all forms of discrimination based on actual or supposed belonging or not belonging to an ethnic group, a nation or a race, or relative to gender, religion, age, patronymics, place of residence, sexual orientation, political or union involvement, state of health, physical appearance or handicap, family responsibilities or any other consideration which has nothing to do with competencies,
- to implement all actions to encourage diversity in recruitment and career development, remuneration, conditions at work or maintaining of employment.

It is reminded that:

- harassment is considered a form of discrimination.
- Pregnancy can neither be considered a motive for dismissal, nor be a reason for discrimination

¹ ILO conventions 100 and 111

² Cf. Convention on trade union rights

OBJECTIVES

The commitments of the present convention do not challenge more favourable arrangements existing in Groupe DANONE companies or resulting from legislation.

The social counterparts in the Group's companies are invited to negotiate actual applicational procedures for these commitments that take account of specific situations in the company/site concerned as well as economic and social contexts in the country and local employment areas.

The commitments in this convention on diversity cover the following fields: Recruitment and jobs – Training – Career development – Remuneration – Conditions at work.

1. RECRUITMENT AND JOBS

1.1. Opening up recruitment sources and methods

Principle: The signatory parties call on the social counterparts throughout the Group's companies to take, and as appropriate to pursue, initiatives in terms of diversity in the fields of recruitment and jobs.

Application:

- Informing their external partners active in recruitment and training (temping agencies, colleges, recruitment agencies, public job agencies, specialist organizations for the insertion of handicapped employees, etc.) concerning the diversity policy that the company intends to carry out and make sure that its partners take account of this.
- Extending recruitment sources.
- Eliminating any discriminatory criteria when writing job offers and function definitions.
- Ensuring that recruitment criteria are objective and only based on the required competencies (acquired by experience or validated through a recognized qualification).
- Setting up selection methods which allow account to be taken not only of training and acquired qualifications but also the existing and potential capacities of each person.
- Setting up relevant progress objectives and measurement indicators at a local level including:
 - the search for a balance between men/women in recruitment at all levels and in all functions,
 - recruitment that reflects the local society (taking account of populations that are likely to be discriminated against, etc.).

1.2. Contributing to professional insertion

Principle: The signatory parties call on the social counterparts to commit themselves jointly to real actions in favour of people who encounter particular difficulties in accessing or maintaining jobs.

Application:

- Receiving and training non-qualified young people.
- Facilitating the return to employment for single parents or people who have interrupted their professional career for family reasons or due to unemployment (e.g.: specific interview relative to a career path, refresher training, etc.).
- Encouraging the reintegration of employees who are victims of accidents in their day-to-day life that have led to a handicap (e.g.: specially equipping a workstation, identifying other positions that are likely to be open within the company, training for a person to adapt to a new position or for redeployment, etc.).
- Setting up specific resources intended to maintain the most vulnerable populations in employment or to redeploy them should a change of activity lead to job losses.
- Setting up specific accompanying measures, as appropriate, to encourage integration (understanding culture, learning the local language, etc.).

2. TRAINING

2.1. Training people to combat stereotypes

Principle: Effective implementation of equal opportunities requires work on collective representations and the resulting stereotypes. Increasing awareness and training is therefore essential to successfully manage diversity in the company.

Application:

- Setting up the following, in line with specific features in each of the Group's companies:
 - the appropriate awareness actions with Managers and all staff.
 - training modules intended for people in charge of recruitment and human resources management.

2.2. Guaranteeing that everyone has access to professional training

Principle: The signatory parties call on the social counterparts to be involved, through social dialogue (consultation, negotiation), in setting up and monitoring systems allowing each employee to have access to training.

Application:

- Informing all staff of the various training possibilities both internal and external, with particular attention paid to people who would not spontaneously take action to ensure their own training.
- Ensuring that each employee masters the basic skills defined in the “Evolution” programme (reading and writing, counting, communicating and applying hygiene, safety and quality standards).
- Reducing barriers to access training for people who might encounter specific difficulties that are either tangible (transport, family constraints, etc.) or other (the fear of failure, cultural differences, difficulty in expressing themselves in a group, etc.), by setting up the appropriate measures based on quantitative and qualitative analysis.
- Every year, the social counterparts will analyse figures for each company concerning the number and type of employees who have received training³, with the target objective of each employee benefiting from an average of 24 hours’ training per year over 3 years.

3. PROFESSIONAL DEVELOPMENT**3.1. Opening up development opportunities**

Principle: The signatory parties call on the social counterparts to be involved in setting up the monitoring of systems enabling the opening up of professional development opportunities to everyone without discrimination and based on equality of competencies.

Application:

- Each employee must be able to talk about his professional development with his superior managers during the appraisal interview, at least every 2 years. The social counterparts are encouraged to negotiate the application procedures for this commitment adapted to local contexts.
- A skills passport will be provided to each employee to give value to his employability: besides listing the acquired skills, it will include the path, training and changes of position.
- Information on job openings will be accessible within each company and between companies in the same country so as to ensure equal access to openings for everyone based on a transparent approach.
- Each employee will be proposed a change of position at least every 5 years, as defined in the “Evolution” programme.
- Every year, the social counterparts will analyse professional development indicators (movements and promotions) for each type of beneficiary (gender, age, handicap, etc.) and will, as appropriate, set up a corrective action plan intended to improve the presence of various categories in professional development and for various hierarchical levels (looking for the causes of differences, adapting the career management rules and processes if required, etc.).

▪ ³ as provided for in the DANONE / IUF convention on economic and social data.

4. REMUNERATION

4.1. Making equality of remuneration a reality

Principle: The signatory parties call on the social counterparts to check that no employee is discriminated against in terms of salary or other social benefits based on considerations given in the preamble and without any relation to competencies.

Application:

- Carrying out studies every year on remuneration, notably concerning equality of men and women for identical work. When any anomalies have been identified, resources intended to remedy this situation will be set up.
- The social counterparts are encouraged, as appropriate, to negotiate real application procedures for this commitment adapted to local contexts.

Specific point: Companies will ensure that leave related to children (maternity, paternity, simple or full adoption, etc.) does not lead to any differentials in terms of changes in remuneration.

5. CONDITIONS AT WORK

5.1. Leveraging conditions at work to develop diversity

Principle: The signatory parties call on the social counterparts to work together on aspects relative to conditions at work to favour diversity in the company.

Application:

- Organising job content to ensure that it is not a source of exclusion (individual and collective organisation, physical conditions necessary to do jobs, mental workload, etc.).
- Should legislation not cover these subjects, setting up rules and procedures for leave and returning to work in the following situations:
 - birth of a child (amount of leave, payment, etc.).
 - temporary interruption of a career (choosing to bring up your children, accidents in life, etc.).
- Arranging working times so that solutions can be provided to specific situations, notably concerning:
 - expectant mothers (and primarily the compliance with maternity leave durations),
 - single parents looking after a family,
 - handicapped employees,
 - senior employees.
- Improving workstation ergonomics to avoid any difficulties appearing over time (carrying loads, repetitive movements, etc.) and to make these positions more accessible.

- Adapting workstations, whenever possible, to maintain employees with specific difficulties in employment (related to age, handicaps, etc.).

6. COMMUNICATION

Management of companies will give a copy of this convention, in the country's language, to union organisations represented in the company and/or to workers representative bodies. In addition, they will implement the appropriate measures to inform all staff of the principles of this convention.

The IUF will ensure that this convention is circulated to all affiliates that are represented in Groupe DANONE workers.

Groupe DANONE will circulate this convention as a good practice to its suppliers and subcontractors.

7. IMPLEMENTATION AND ROLE OF MANAGEMENT AND UNIONS

7.1. Management of companies will open a dialogue with union representatives and/or workers representatives covering:

- Setting up measures to inform management of situations which are of a discriminatory nature.
- Setting up a working timetable and coordinating specific authorities (whether required by law or within the framework of the recommended good practices) enabling them:
 - to decide on the quantitative and qualitative analyses to carry out,
 - to share results and discuss the measures to be taken,
 - to set objectives and timeframes to achieve them,
 - to define indicators,
 - to propose initiatives intended to develop diversity within the company.

7.2. Union organisations in each company are committed to locally promoting diversity:

- in designating union representatives, in setting up systems to facilitate the employment of women, young people and handicapped people,
- to take initiatives in terms of awareness and training of representatives on the themes of combating discrimination and promoting diversity.

7.3. Groupe DANONE and the IUF will agree to jointly set up and monitor diversity in the company at Groupe level

This monitoring will at least involve a yearly analysis of the various components of diversity (statistical monitoring, internal surveys for training, recruitment, consultation carried out, as appropriate the number and content of agreements signed, good practices that can be shared, etc.).

8. CONVENTION APPLICATION

At least once a year, Group Human Resources Division will provide union members of the DANONE/IUF steering group with the management charts provided for in the DANONE/IUF convention concerning the setting up of Groupe social indicators, and will develop these indicators to be able to give a better insight into diversity issues.

All union or management organisations in the company will be able to call on the convention interpretation committee, through the appropriate channels (through the IUF for union organisations), when it considers that one or several of the measures in the present convention poses an application problem. This procedure should clearly indicate the measures that are being referred to.

The DANONE/IUF steering group will act as the interpretation committee. If it reaches a unanimous conclusion, this will be compulsory to apply. Should this not be the case, each party will remain free to act as it desires.

This convention will be gradually supplemented by an appendix which will detail good practices and initiatives to encourage diversity in companies.

