

BATTLE AGAINST WASTE

Leveraging Date Labelling

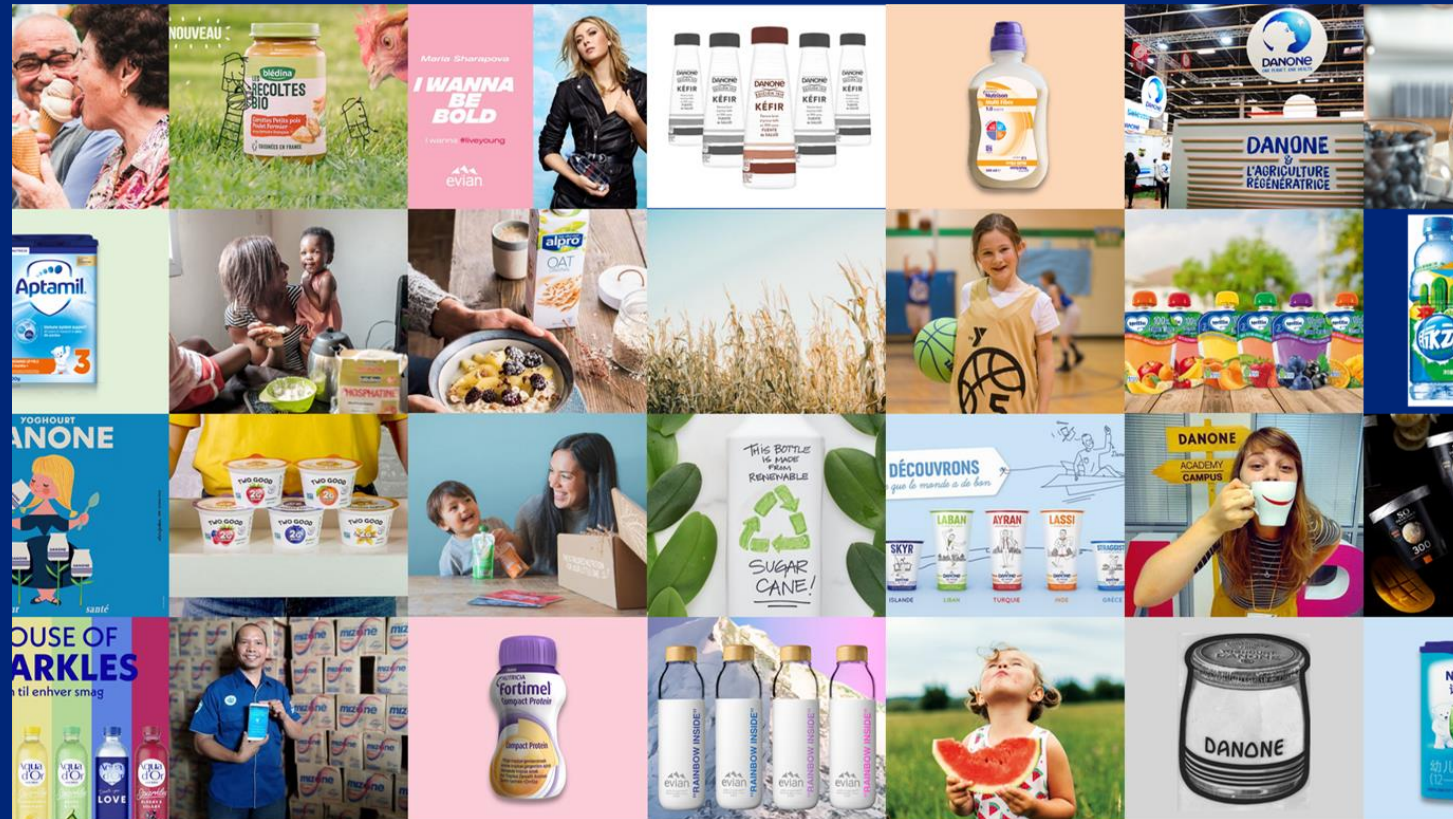
Ahmed Soliman
QFS in Design Director





DANONE

ONE PLANET. ONE HEALTH



DANONE OPOH AMBITION

AT DANONE WE FIRMLY BELIEVE THAT THE HEALTH OF PEOPLE AND PLANET ARE INTERCONNECTED

In line with our 'One Planet. One Health' vision, we have defined our Danone 2030 Goals, which are aligned with the 2030 SDGs by the United Nation.

We are therefore fully committed to contribute to **FOOD WASTE REDUCTION** as part of our category strategies



OUR COMMITMENTS

- In 2015, we committed to reducing unrecovered food waste by 50% between 2016 and 2025.
- In 2020, we stepped up our engagement by committing to achieve SDG 12.3—reducing food waste within our operations and supply chain by half by 2030



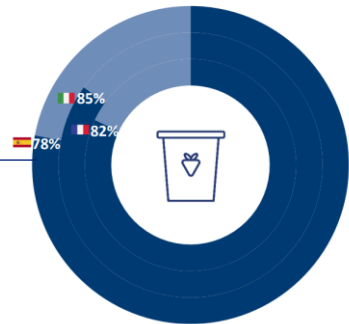
FOOD DATE LABELLING AND ITS INFLUENCE ON FOOD WASTE

10% OF FOOD WASTE
IN THE EU SUPPLY CHAIN

CONSUMERS ARE CONFUSED
50% DONT KNOW

17% OF YOGURT WASTED
In Europe each year

CONSUMERS CARE ABOUT
➔ **WASTED YOGURT**



'DATE LABEL' A TOP REASON
FOR DISCARDING YOGURT

70%



UBD IS THE MOST USED
FOR YOGURT IN EU

DATE LABELLING STRATEGY

DATE CODING SCRAPS AND LOSSES)

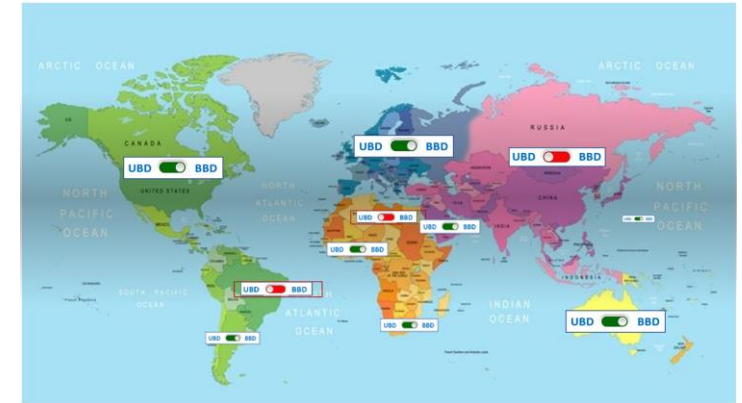


- **Expired Products:** products past their BBD / UBD
- **Buy Backs:** Customer returns of near expiry, expired or damaged products, where Danone guarantees to buy-back all unsold inventory within a specific time period and an agreed upon price list
- **Damaged:** Products with external or internal damage

ASSESSMENTS

Regional

Category



Maximize Shelf life without any consumer risk



HARMONIZE DATE LABELLING

USE THE RIGHT LABEL



SAFETY

QUALITY

SHELF LIFE HARMONIZATION – CROSS EU PRODUCTS

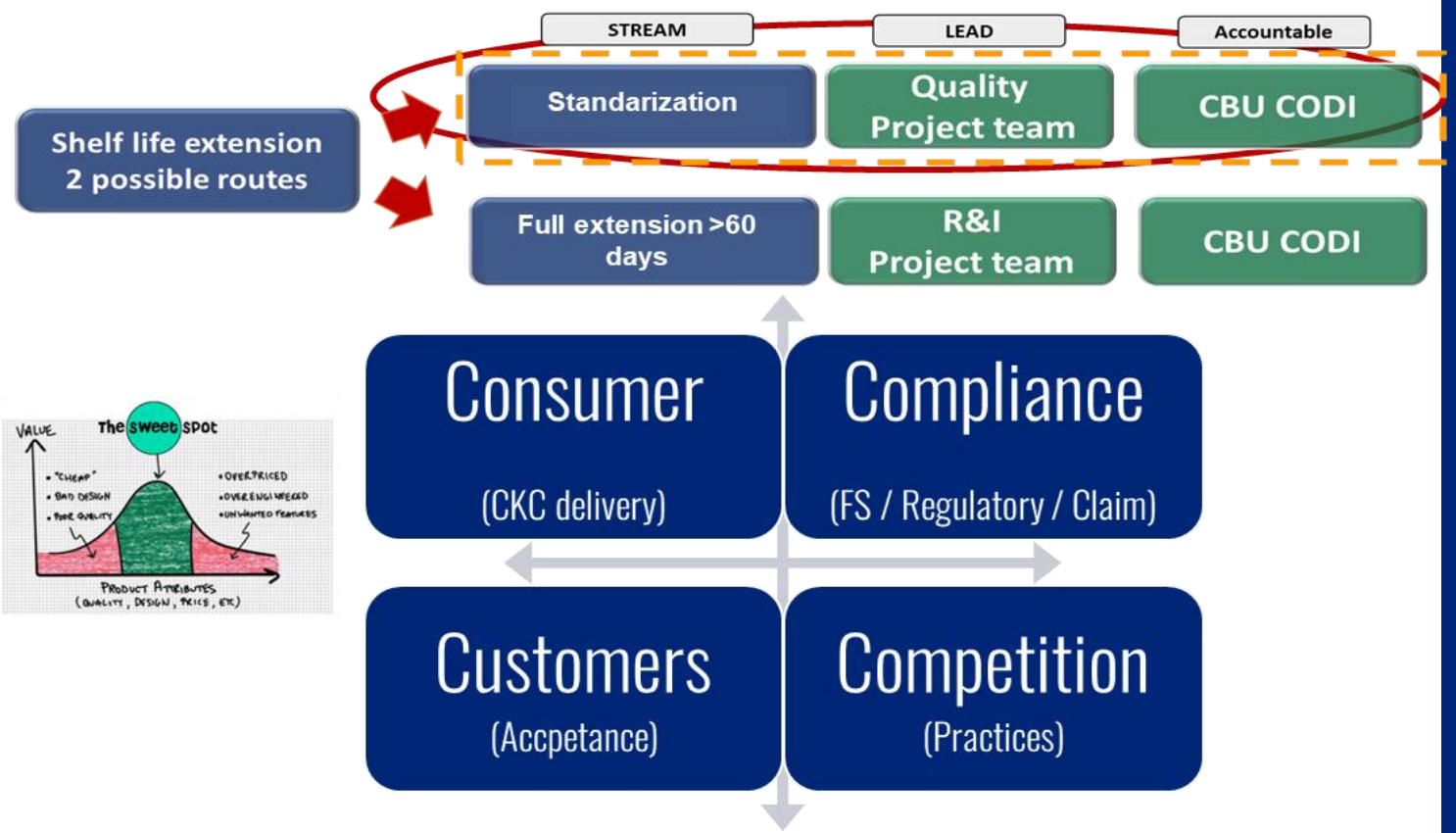
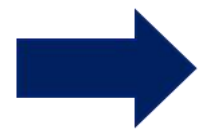
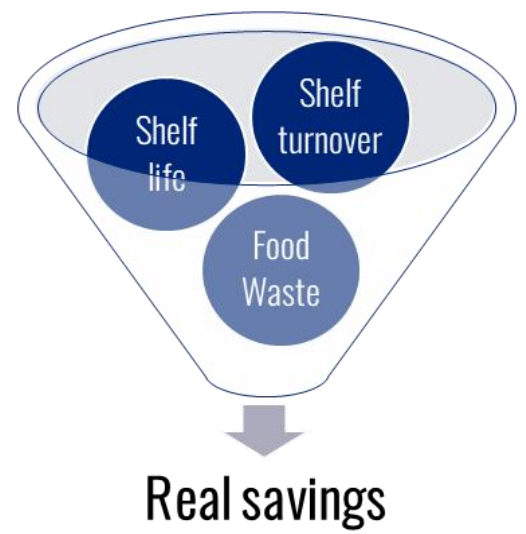
Optimized Shelf life is a mix of:

- Product quality @ end of target SL



- Consumer awareness/demand on Freshness vs. Food waste

- Product shelf turnover



€ Decreased Supply Chain waste => less returns, buybacks
 € Enable more efficient production scheduling => less OpEx

LABEL BETTER TO WASTE LESS

AREAS OF FOCUS

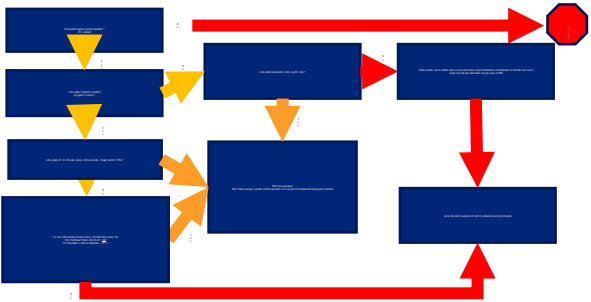
OUR POSITION

Use the best suited date label
Shift to BBD
wherever possible



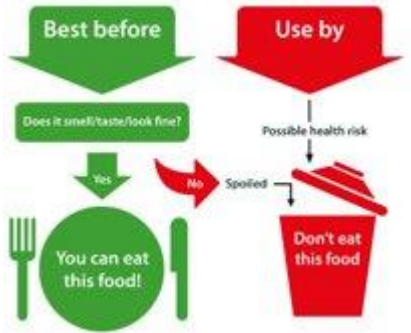
SHIFT TO BBD

Build roadmap
Pave the way



ACTIVATION

Impact consumers understanding & practices



DANONE LEADING THE TRANSITION UBD TO BBD

6. KEY RECOMMENDATIONS ON HOW TO GET STARTED

6.1. STAFFING THE PROJECT TEAM WITH THE RIGHT PEOPLE

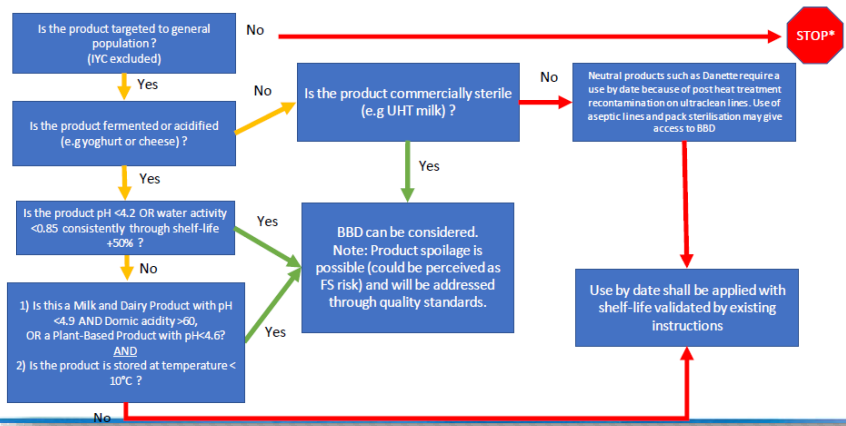
Food waste is an emerging topic, not only in Europe but worldwide. Before looking into the possibility of potentially changing the food date labeling on your local products from Used-by-dates (UBD) to Best-before-Dates (BBD) or raising awareness through food bank cooperation, we suggest to make an in-depth analysis of the topic within your market.

In order to secure the success of the project, it is essential to staff the project with the right people. As it is a cross-functional project which naturally involves a lot of function we would suggest the following set-up:

General Secretary	CBU
<ul style="list-style-type: none"> Sustainability Public Affairs Legal & Regulatory 	<ul style="list-style-type: none"> Topline Marketing Quality/Food Safety Sales Operations/Supply Chain

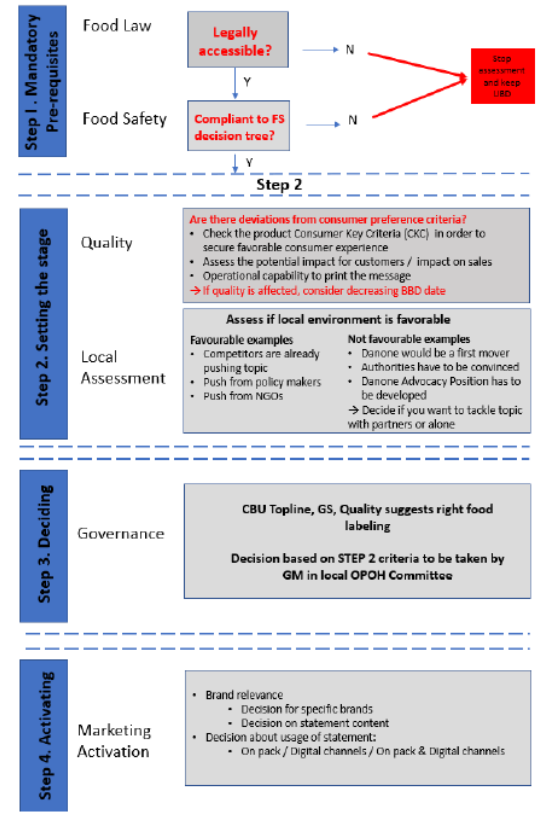
STEP 1. MANDATORY PRE-REQUISITES

FOOD SAFETY DECISION TREE FOR EDP PRODUCTS (MILK, DAIRY AND PLANT-BASED PRODUCTS)



ADDRESSING & ACTIVATING FOOD DATE LABELLING: A STEP BY STEP APPROACH

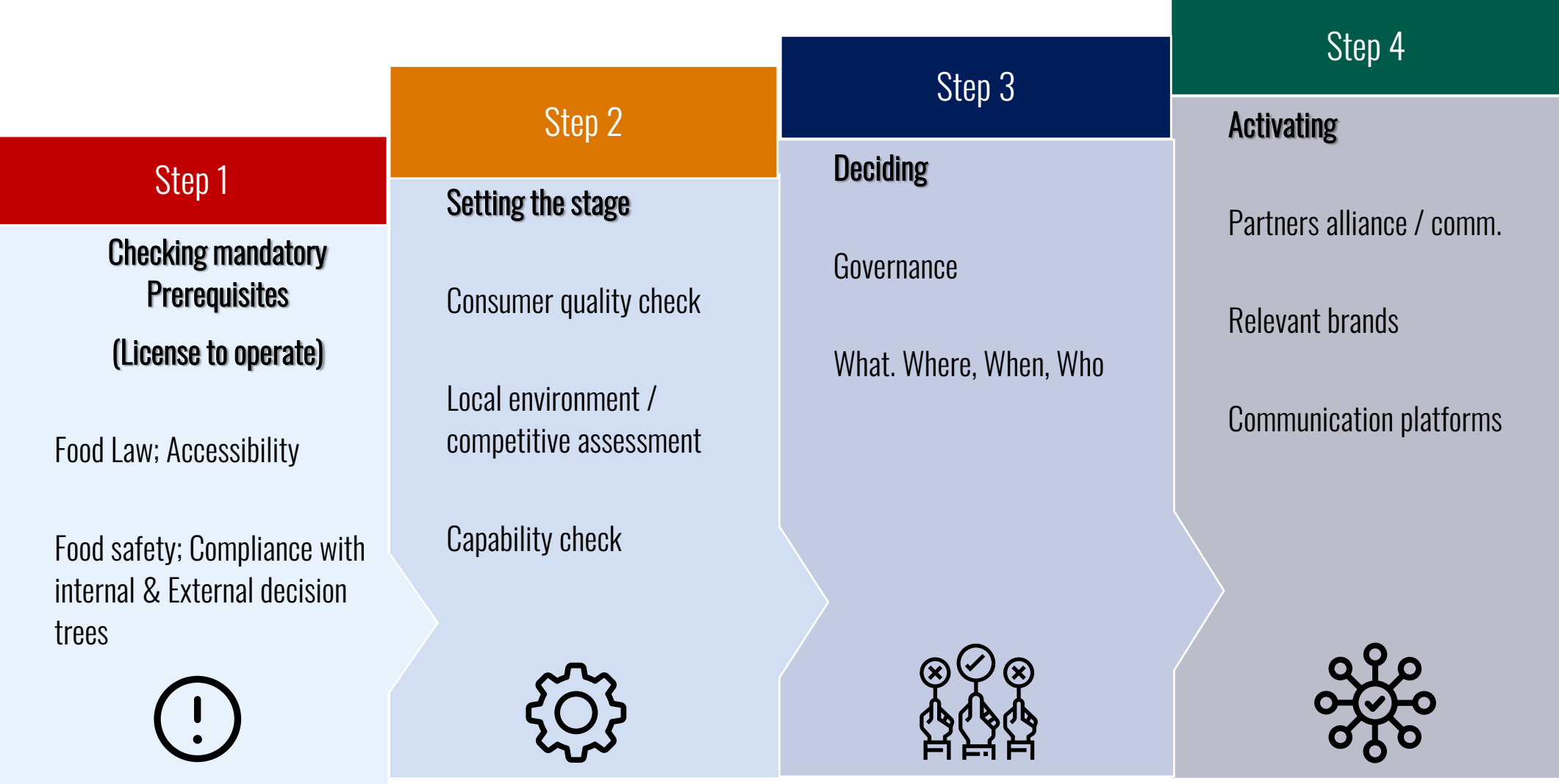
"Label better to waste less" Guidance tool checklist



Applying Risk-based approach, where applicable we have transitioned **90%** of products to BBD

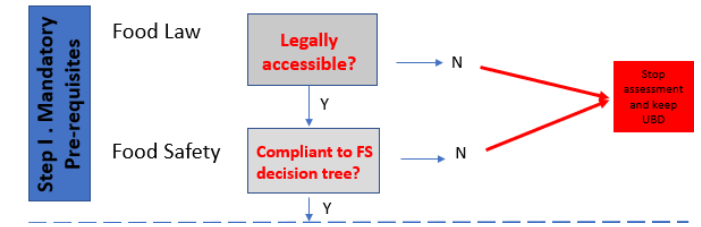
LABEL BETTER TO WASTE LESS

A STEP BY STEP APPROACH



STEP 1 – CHECKING MANDATORY PRE-REQUISITES

1A) LEGAL/REGULATORY ASSESSMENT/LIABILITY



Mandatory Pre-requisites

Food law

Legally accessible*?

→ n

Food safety

Compliant to FS decision tree?

→ n

step 2

Stop assessment and keep UBD

'Use by ...' informs consumers about food safety	'Best before ...' informs consumers about food quality
'Use by' dates must be declared on food products which, from a microbiological point of view, are highly perishable and are therefore likely after a short period to constitute an immediate danger to human health.	'Best before' dates are used on other food products to show minimum durability; being the date that the properly stored food can reasonably be expected to retain its specific properties, after which it will not be in optimal condition (e.g. loss of flavour and texture).
After the 'use by' date food is deemed unsafe and it is a criminal offence to sell it.	Food can be consumed after its 'best before' date, but it may no longer be at its best quality. Before throwing away, do a sensory assessment to judge the food's condition.
Food should be only consumed up until its 'use by' date, but not after.	

"USE BY"
informs you about
FOOD SAFETY



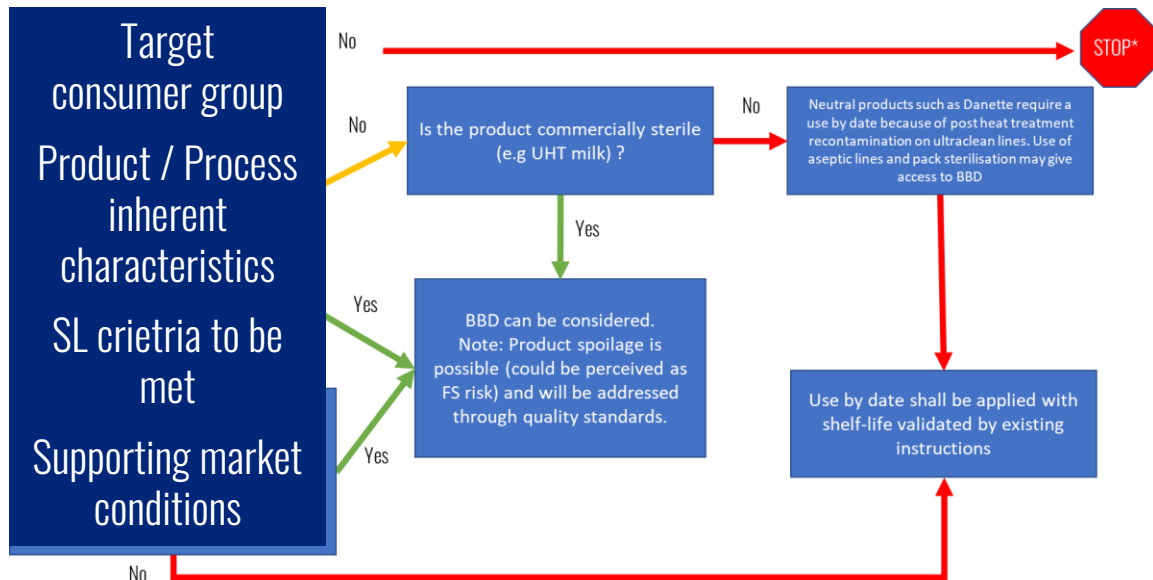
"BEST BEFORE"
informs you about
FOOD QUALITY



STEP 1 – CHECKING MANDATORY PRE-REQUISITES

1B) RISK-BASED FOOD SAFETY DECISION TREE (ADAPTED FOR DIFFERENT CATEGORIES)

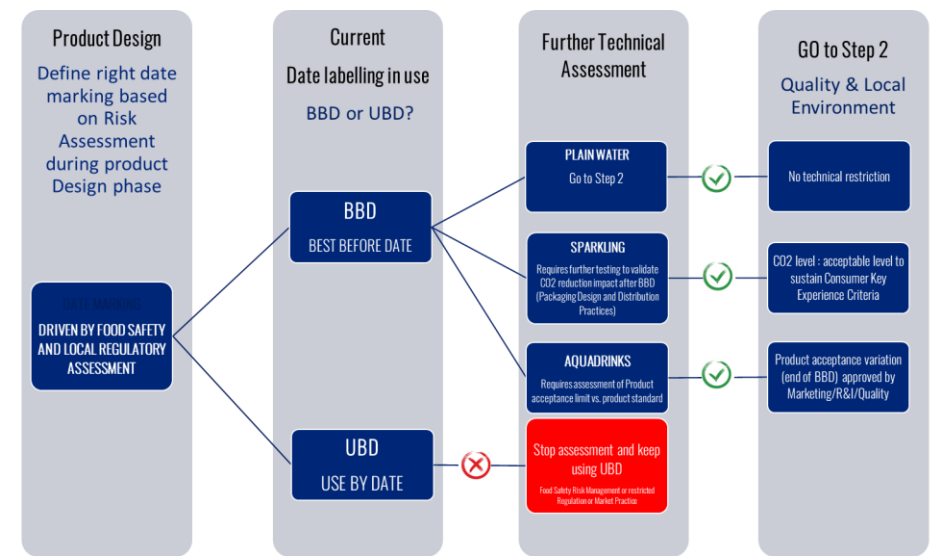
Yoghurts and Plant based Spoonable & Drinkable



*Other products not covered here must be evaluated on a case by case basis by the appropriate PTC owner and according to existing design tools.



WATERS Iconic Products (PLAIN, SPARKLING AND AQUADRINKS)



STEP 1 – CHECKING MANDATORY PRE-REQUISITES

1B) RISK-BASED FOOD SAFETY APPLIED – BUILDING A COMPLIANCE DOSSIER

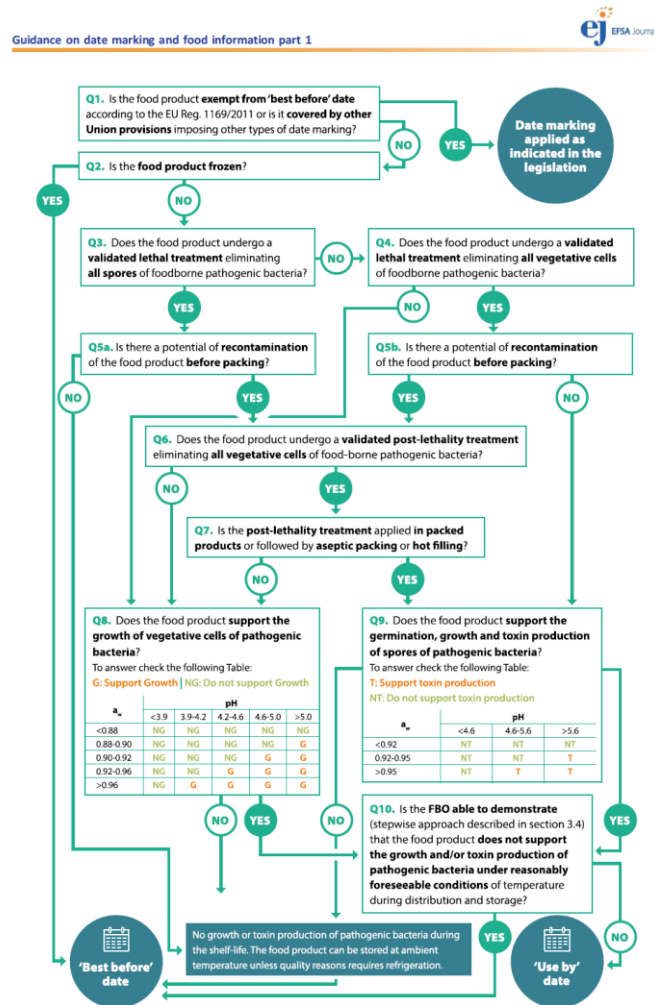


Figure 1: Decision tree on the appropriate date marking for temperature controlled prepacked foods

• To collect time–temperature data during distribution, retail and domestic storage of foods, and studies to better understand beliefs and storage conditions used in households

Consumer Data

• To clarify and provide guidelines on how to use reasonably foreseeable conditions in date variation to include challenge tests of the existing temperatures, storage times and consumer behaviour/intended use, and the protocols to apply when evaluating how pathogens will behave under these conditions.

Challenge tests

• To develop ALOP/FSO for most food–pathogen combinations lack of such data is an obstacle to the application to food safety ('use by' date). The development of local targets could facilitate a more efficient risk based approach for date marking by FBOs

Local targets

STEP 2 - SETTING THE STAGE

ARE THERE DEVIATION FROM CONSUMER PREFERENCE CRITERIA?

Step 2. Setting the stage

Quality

Are there deviations from consumer preference criteria?

- Check the product Consumer Key Criteria (CKC) in order to secure favorable consumer experience
- Assess the potential impact for customers / impact on sales
- Operational capability to print the message

→ If quality is affected, consider decreasing BBD date

Local Assessment

Assess if local environment is favorable

Favourable examples	Not favourable examples
<ul style="list-style-type: none"> • Competitors are already pushing topic • Push from policy makers • Push from NGOs 	<ul style="list-style-type: none"> • Danone would be a first mover • Authorities have to be convinced • Danone Advocacy Position has to be developed

→ Decide if you want to tackle topic with partners or alone

2A CHECK

Consumer Key Criteria
[Quality/Consumer experience]
risk of deviation / mitigation



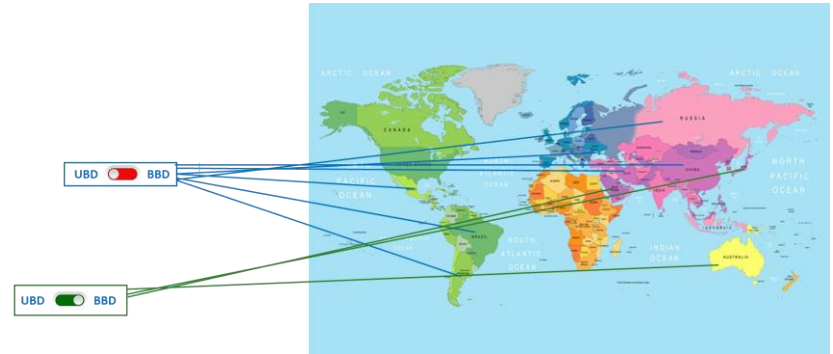
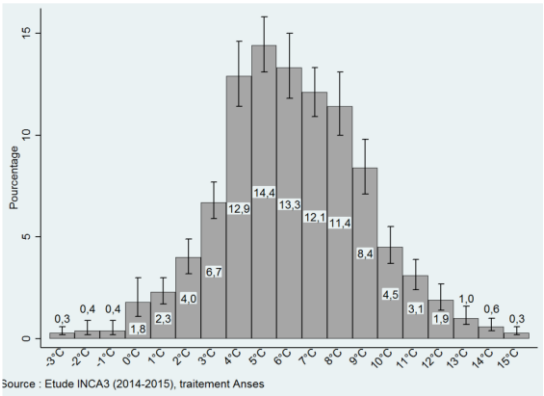
2B ASSESS

Potential impact for customers,
impact on sales & competitive
market dynamics



2C INVESTIGATE

Technical / financial capability
to apply a change if decided



STEP 3 - DECIDING

GOVERNANCE, WHAT AND WHO DECIDES

Step 3. Deciding

Governance

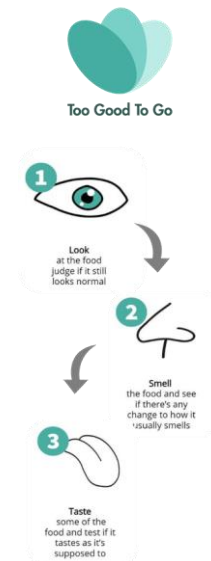
CBU Topline, GS, Quality suggests right food labeling

Decision based on STEP 2 criteria to be taken by GM in local OPOH Committee

Local OPOH committee

- Final regulatory assessment done by local regulatory teams
- Relevant brands chosen & communication platform choice
- Adhoc advocacy plans
- Initiate communication with relevant partners

A market decision endorsed by ALL functions and taken by GM of the country



STEP 4 - ACTIVATING

360° IMPLEMENTATION AND FOLLOW THROUGH

Country by country

- Engage relevant stakeholders
- Brand activation
- Internal communication
- Follow through dashboards

Step 4. Activating

Marketing Activation

- Brand relevance
 - Decision for specific brands
 - Decision on statement content
- Decision about usage of statement:
 - On pack / Digital channels / On pack & Digital channels



BEST BEFORE LABELS ARE CAUSING FOOD WASTE AND WE'RE TRYING TO CHANGE THAT

LEADING THE WAY



1/ Switch to BBD where possible & make noise!
(local regulation + food safety to be followed)

Change label on pack



Announce the shift on SM, website, & leverage PR



172 followers
12h

Ta oferta była: Too Good To Go!! Nie zastanawiałem się na chwilę.
Już niebawem zobaczycie efekty naszej współpracy.



STEP 4 - ACTIVATING

ENGAGING CONSUMERS THROUGH OUR BRANDS : IMPACTING UNDERSTANDING & PRACTICES

ON PACK

PAST MY DATE?
LOOK · SMELL · TASTE
DON'T WASTE



ONLINE

EL ETIQUETADO DE FECHAS ES RESPONSABLE DEL 10% DE TODO EL DESPERDICIO DE ALIMENTOS EN LA UE. ¡88 MILLONES DE TONELADAS SÓLO EN EUROPA!

DANONE
POR UN FUTURO SIN FECHA DE CADUCIDAD.

USA TUS SENTIDOS
MIRA HUELE PRUEBA
Descubre más en: [algotienequecambiar.es](#)

OVER TIME, WHAT HAPPENS WHEN UNOPENED YOGHURT PASSES ITS BEST BEFORE DATE?

SAFETY (HIGH) vs. FLAVOUR INTENSITY (LOW) vs. ACIDITY (HIGH) vs. TIME

toogoodtogo.uk @ Following

toogoodtogo.uk @ Did you know that when live culture yogurt is left unopened in the fridge, it doesn't become unsafe to eat? Yes, even if the Best Before date has passed.

While its acidity levels and flavour will change, its safety levels do not. That's why we're so excited to start seeing our new Look, Smell, Taste, Don't Waste label on @danone.yogurt this year. If we all use our dates to judge the edibility of Best-Before-dated food, it's hard to a lot less food going to waste.

#compartiladonowaste #looksmelltaste #toogoodtogo #lightfoodwaste

3,612 likes

2 days ago

LA RECETTE NE CHANGE PAS !

DE PRÉFÉRENCE, ÇA VEUT DIRE QUÉ MÊME SI LA DATE EST DÉPASSÉE, CE YAOURT PEUT TOUJOURS ÊTRE CONSOMMÉ !

AVANT DE JETER
OBSERVEZ SENTEZ GOÛTEZ

Too Good To Go

À CONSOMMER DE PRÉFÉRENCE AVANT LE (J)/MM) À CONSERVER ENTRE +1°ET + 6°C MAX.

AB AGRICULTURE BIOLOGIQUE

AT POINT OF SALE



BEST BEFORE DATE EDUCATION

We have joined Too Good To Go-led date labelling coalitions so far in Germany, Austria, Switzerland, France, Spain, Belgium, UK, Sweden, Denmark and Poland to educate consumers on this transition.

Branded activations

WE'RE FIGHTING FOOD WASTE

Best before labelled products are still safe to eat once the date has passed.

LOOK SMELL TASTE DON'T WASTE

Too Good To Go

OBSERVEZ SENTEZ GOÛTEZ

AVANT DE JETER

RIEZ-VOUS À VOS SENS

OBSERVEZ SENTEZ GOÛTEZ

Too Good To Go

Genieße täglich Activia & tu Deinem Bauch etwas Gutes!

WAS ACTIVIA SO BESONDERES MACHT?

Too Good To Go

DANONE

POR UN FUTURO SIN FECHA DE CADUCIDAD

¿SABÍAS QUE EL DESPERDICIO ALIMENTARIO ES RESPONSABLE DEL 7% DE LAS EMISIONES GLOBALES DE GASES DE EFECTO INVERNADERO?

UNIDOS EN LA LUCHA CONTRA EL DESPERDICIO DE ALIMENTOS

Too Good To Go

MAŁY GŁÓD UŻYWA SWOICH ZMYŚŁÓW I WSPIERA TG&T.

CZĘSTO DOBRE DŁUŻEJ
SPRAWDŹ ZANIM WYRZUCISZ

PODPATrz POWSICHĄ PODMASZU

Too Good To Go

Retailer activity



Government engagement



We are pleased that Environment Minister Leonore Gewessler also supports this campaign:



We're using our membership of the EU Platform on Food Loss & Waste to call for legally-binding targets to reduce food waste in the EU by a massive 50%.

And if that wasn't enough, here are just a few of our other political achievements in 2022:

Spain
We drafted proposals for new food waste laws in one-on-one meetings with parliamentary group members. Six out of the eight proposals submitted will be discussed and voted on in Congress in 2023.

Denmark
We brought political parties together around a breakfast table to discuss the need for a national food waste strategy, leading to a joint opinion piece signed by 11 political parties, who all agreed that:

1. The financial impact of food waste is bad for households, businesses and society
2. Food waste is socially unacceptable
3. Reducing food waste means reducing our climate footprint
4. Food waste is an area where Denmark can contribute with solutions and innovation

France
We worked with the Ministry of Economy to address misleading and misunderstood date labels. As a result, a decree was adopted to allow 'best before' products to carry the additional message that food can be safely eaten past this date, using the phrase: "For an optimal taste, best before xx.xx.xxxx".

Austria
We used the International Day of Food Loss & Waste to share our expertise on food waste regulation with journalists and politicians. Our Global Public Affairs team joined forces with the WWF to showcase progressive legislation from across Europe, highlighting the impact of The Good Samaritan Law, the La Gadda Law in Italy, and the Loi Garot law in France, which all enforce food sustainability.

We challenged Austria to raise the bar. Your move, guys.

STEP 4 - ACTIVATING

Follow up dashboards

DAIRY

CURRENT STATUS	UBD	UBD/BBD	UBD/BBD	UBD	UBD/BBD NL mostly BBD	UBD/BBD	UBD	 BBD	 BBD
SWITCH TO BBD? <i>(tbd desserts)</i>	START Q4 '21 L2V, L&F other products will be assessed	STARTED Q1 '21 ALL BY 2022	STARTED Q4 '20 ALL BY 2021	START 2022 ALL BY 2022	Belgium STARTED Q1 '21 ALL BY 2022	STARTED Q2 '21 ALL BY 2022	 NOT OK Reg. blocking point		
TGTG	 See Good To Go	 See Good To Go	 See Good To Go	 See Good To Go	 See Good To Go	 See Good To Go 522021		 See Good To Go	
COMPETITORS	UBD	UBD	Mix	UBD (except LIDL/ALDI)	BE: UBD NL: BBD/UBD	UBD	UBD	BBD	BBD

Fermented
Dairy

Dessert
TBD

CONCLUSION

1

Tackling waste is key for all food operators.
It is what the consumer want

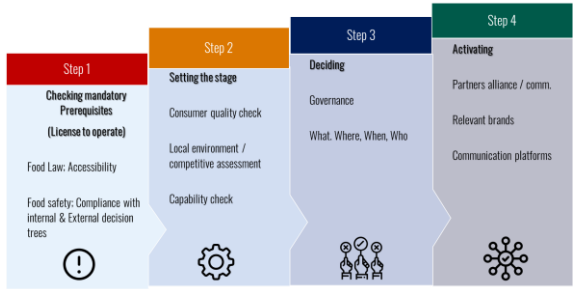
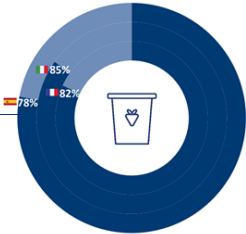
2

Date coding is one of the effective levers
Yet, it mandates a disciplined process

3

No one can do it on their own.
Effective partnership with key stakeholders helps

CONSUMERS CARE ABOUT WASTED YOGURT



THANK YOU



DANONE
ONE PLANET. ONE HEALTH

