

MENV Capstone Project Brief

Danone North America Ingredient Risk Assessment

Aubrey Suber, Ana Paula Gavaldon, Zack Malley, and Timaree Nelson

Our University of Colorado Boulder Master's in the Environment Capstone Project consisted of an Ingredient Risk Assessment and Mitigation Report for the Danone North America One Planet One Health team to address social and environmental risks.

The purpose of the project was to:

- 1 Identify priority ingredients based on volume and initial risk using the available internal data.
- 2 Evaluate social and environmental risks associated with the selected ingredients.
- 3 Propose mitigation tools and strategies to address the riskiest and most material ingredients.
- 4 Deliver risk assessment tools to the One Planet One Health team to improve sustainability practices in the value chain.

Project Process



Focus Areas

Data Analysis



Analyzed Danone North America internal sourcing data, as well as an externally sourced risk tool.

Supply Chain & Procurement



Interviewed stakeholders to gain knowledge of sourcing processes and current value chain practices.

Project Management



Utilized Agile Project Management to organize and accomplish project goals.

Risk Mitigation



Gained insight into the most prevalent risks in ingredient sourcing and their associated risk mitigation strategies.



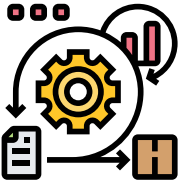
DANONE
ONE PLANET. ONE HEALTH



Project supported by Montana Stevenson, Katie Clark, and Maia Reed of Danone North America.
Advised by Devon Bertram of Stok.

CONFIDENTIAL AND PROPRIETARY TO DANONE US, LLC – NOT TO BE SHARED BEYOND CLASS

Outcomes



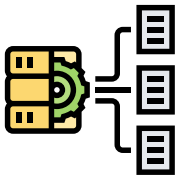
Project Methodology Document

A detailed summary of steps taken by the team in each phase of the project so that the project deliverables can be updated or recreated by the Danone team.



Danone North America Material Risk Table

A flattened view of data for all Danone North America Themis Codes with one or more ingredients on the Ingredient Risk Assessment Tool, including Danone's Materiality Assessment ratings and key information sourced from provided internal data files.



Ingredient Risk Assessment Tool

A new tool to help Danone assess ingredients, evaluate available environmental and social risk information, and compare to previously available risk research.

A	B	C	D	E	F	G	H	I	J	K	L
Ingredient	Country of Origin	Business Unit	Materiality Rank	Ingredient Risk Score (By Country)	Country Risk Score	Environmental Risk Factors (i.e. Greenhouse Gas Emissions, Deforestation)			Social Risk Factors (i.e. Pay, Discrimination)		Final Risk Score
Ingredient 1	Country 1	Danone NA	Medium	40	38	40	50	50	30	38	41.6
Ingredient 1	Country 2		Medium	54	42	60	80	100	40	50	66
Ingredient 2	Country 1	Both	Low	62	57	60	70	100	50	53	66.6
Ingredient 3	Country 1	Danone NA	N/A	60	57	60	80	100	30	48	63.6
Ingredient 4	Country 1	Danone NA	N/A	74	84	70	80	100	20	45	63
Ingredient 5	Country 1	Both	Low	56	57	60	55	100	22	40	55.4
Ingredient 6	Country 1	Both	High	39	50	50	20	10	20	43	28.6
Ingredient 7	Country 1	Both	N/A	47	66	30	20	10	No Data	53	28.25
Ingredient 8	Country 1	Both	High	56	66	50	30	100	20	33	46.6
Ingredient 9	Country 1	N/A	Medium	54	58	42	25	80	50	50	49.4
Ingredient 9	Country 2	Both	Medium	67	79	50	27	100	50	50	55.4
Ingredient 9	Country 3	Danone NA	Medium	60	66	50	30	90	50	50	54
Ingredient 10	Country 1	Happy Family	N/A	55	57	50	30	70	60	55	53
Ingredient 11	Country 1	Danone NA	Low	48	50	30	20	50	70	55	45
Ingredient 11	Country 2	Both	Low	53	58	40	30	60	55	54	47.8
Ingredient 11	Country 3	Both	Low	51	57	70	No Data	10	51	50	45.25
Ingredient 11	Country 4	Both	Low	51	41	50	30	80	80	60	60



Risk Mitigation Report

A summary of the highest risk ingredients with recommendations for new or updated mitigation initiatives to be used in a business case for executive leadership.



Danone Internal Stakeholder Presentation

An executive summary of key findings, available mitigation strategies, and proposed initiatives to be presented to the Danone One Planet One Health team and other key Danone stakeholders to provide a foundation for future internal business cases.