

OUR PROGRESS AGAINST SOCIETY 2030

Increasingly, our work around governance, environment and societal issues is equally as important as our financial performance. Rightfully so, our stakeholders are highly perceptive as well as demanding in terms of our disclosures around these issues. In 2021 we published our inaugural Sustainability Report, following our year-long materiality assessment process. This report has, indeed, situated the organization within a global compendium on sustainability. It is within our company's mission to chart a new standard, that is globally comparable, on sustainability reporting in East Africa.





TARGET



KEY PERFORMANCE INDICATOR



NOTES ON OUR PROGRESS



PROMOTE POSITIVE DRINKING

Champion health literacy and tackle harm through DRINKiQ in every market where we live, work, source and sell.

Unique site visits to DRINKiQ

104,489

This is **317%** of our annual target for 2022 to reach 33,000 people. It is also a significant increase from 2021, where we had 8,158 unique site visits to DRINKiQ. This increase is predominantly due to the launch of DRINKiQ in Tanzania and Kenya, in both English and Swahili. DRINKiQ is our mobile friendly, e-learning tool designed to provide consumers with the information they need to make positive decisions around drinking responsibly and tackle myths around drinking alcohol.

SDG alignment: 3.4; 3.5; 12.8; 17.16



Scale up our SMASHED partnership, and educate 10 million young people, parents, and teachers on the dangers of underage drinking.

People educated through SMASHED partnership

48,690

This is **137%** of our annual target for 2022. We surpassed our annual target of 35,500 people to reach a total of 48,690 young people, parents and teachers across East Africa. We were able to surpass our 2021 numbers (2,245 people) due to the launch of our SMASHED partnership in Tanzania and Kenya. SMASHED partnership was piloted in regions where our research showed high prevalence of underage alcohol consumption.

SDG alignment: 3.5; 12.8; 17.16



Promote changes in attitudes to drink driving reaching five million people.

People educated via Wrong Side of the Road programme

29,729

We aimed to educate **45,000 people** through our Wrong Side of the Road Programme, however we managed to reach 66% of our annual target – 29,729 people.

SDG alignment: 3.5; 3.6; 12.8; 17.16



The gap was mainly as a result of an online access issue which led to a change in the mode of delivery of the program. In 2023 the program will be mainly delivered through face-to-face interactions.

Leverage Diageo marketing and innovation to make moderation the norm – reaching one billion people with dedicated responsible drinking messaging by 2030.

People reached with messages of moderation

7,577,715

We aimed to reach **21,000,000 in 2022** with messages of moderation this year, however we fell below our target. At the same time, we enhanced our methodologies around data capture and measuring, to a more systemic process that is corroborated across all sectors of our business.

SDG alignment: 3.5; 12.8; 17.16





TARGET



KEY PERFORMANCE INDICATOR



NOTES ON OUR PROGRESS



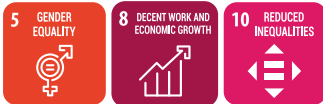
CHAMPION INCLUSION AND DIVERSITY

Champion gender diversity with an ambition to achieve 50% representation of women in leadership roles by 2030.

Percentage of female senior leadership

36%

SDG alignment: 5.5; 8.1; 10.2; 10.4



Whilst this is a Global 2030 goal for Diageo, we have seen great improvements across EABL. For example, in Tanzania, we have achieved 26% of women employees up from 17% in 2021. This has included an all women team to run the end-to-end operations of our new Spirits production facility at our Moshi brewery. Similarly, one of our production lines in Uganda is managed by a team made up of 75% women. We also credit our STEM apprenticeship program as a key contributor in ensuring that more opportunities are afforded to women who have the technical skills.

Increase the percentage of diverse suppliers across our value chain: 10% by 2025 and 15% by 2030.

Spend with diverse suppliers as % of total influenceable spend

N/A

SDG alignment: 5.5; 5B; 10.2; 10.4



We are designing the frameworks to be able to report on market level performance, as our target and outlook are set for 2025. But it is worth noting the work we are doing with people with disabilities (PWDs) to ensure that they have opportunities to contribute to our supply chain as well as work directly in our operations. SBL launched a three-pillar strategy to promote inclusion of PWDs as an employer; advocate and partner. SBL now has six employees with disabilities with the goal to get to 4% representation in its labour force. KBL has onboarded a total of seventy one farmers with disabilities as part of our contractual farming programme, with the goal to get to 3% representation in our supply chain. Additionally, UBL has developed an inclusive internship programme to recruit PWDs. The program has so far introduced 10 interns with disabilities for a 6-month tenure.

Provide business and hospitality skills to 200,000 people, increasing employability and improving livelihoods.

People reached via business and hospitality skills programmes


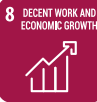


5,327


SDG alignment: 4.4; 8.1; 8.6; 10.2; 17.16




We accomplished 165% of our target to reach 3,220 people through our business and hospitality skills training in 2022. This can be attributed to the transformative work being done through Learning for Life (L4L). KBL focused L4L on farmers, providing an in-depth life skills curriculum that included training on budgeting, time management and responsible drinking. Further SBL implements the Kilimo Viwanda scholarship, an award-winning program that aims to provide support to needy students from agricultural communities across Tanzania. This year 102 students (50% of which represented vulnerable groups: women and PWDs) were awarded scholarships to pursue diploma level agricultural courses in local colleges.


 TARGET	 KEY PERFORMANCE INDICATOR	 NOTES ON OUR PROGRESS
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<p>Through the Diageo Bar Academy, we will deliver 1.5 million training sessions providing skills and resources to help build a thriving hospitality sector that works for all.</p> <p>SDG alignment: 4.4; 8.1; 8.6; 10.2; 17.16</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="width: 45%; text-align: center;">  </div> <div style="width: 45%; text-align: center;">  </div> <div style="width: 45%; text-align: center;">  </div> <div style="width: 45%; text-align: center;">  </div> </div>	<p>Training sessions delivered through the Diageo Bar Academy</p> <p style="text-align: center;">N/A</p>	<p>While COVID 19 dealt a tremendous blow to the hospitality sector, the Diageo Bar Academy is aiming to rebuild the sector back better. We are designing the framework to report on our progress at a market level. KBL has currently trained 9,800 workers across Kenya in the Academy, 31 of which are PWDs.</p>
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<p>Ensure 50% of beneficiaries from our community programmes are women.</p> <p>SDG alignment: 5.5; 5A</p> <div style="text-align: center;">  </div>	<p>Percentage of community programme beneficiaries who are women</p> <p style="text-align: center;">63%</p>	<p>We are proud to prioritise women's engagement in all of our community programs. To this effect, we are already surpassing our 2030 target to ensure 50% representation. This is also an increase in representation by 9% from 2021 (54%).</p>
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**PIONEER GRAIN TO GLASS SUSTAINABILITY:
PRESERVE WATER FOR LIFE**

<p>Improve water efficiency in our operations by 30% across the company (40% in water stressed areas).</p> <p>SDG alignment: 6.4</p> <div style="text-align: center;">  </div>	<p>Litres of water used per litre of packaged product</p> <p style="text-align: center;">3.03l/l</p>	<p>We aimed to utilize 2.78 litres of water per litre of packaged product, however we surpassed this slightly by 0.25litres. On average across EABL, we are using 3.03litres of water per litre of packaged product. We may have not reached our 2022 goal; however, we have improved water efficiency by 9.6% from our 2020 baseline. This is in line with our target to improve water efficiency in our operations by 30% across the company.</p>
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<p>Replenish more water than we use for our operations for all of our sites in water-stressed areas by 2026.</p> <p>SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1</p> <div style="display: flex; justify-content: space-around;"> <div style="width: 45%; text-align: center;">  </div> <div style="width: 45%; text-align: center;">  </div> </div>	<p>Volume of water replenished (m³)</p> <p style="text-align: center;">362,248 m³</p>	<p>We aimed to replenish a total of 459,300m³ of water from our operations in water stressed areas for 2022, and we were able to replenish a total of 362,248 m³. As much as we didn't meet our 2022 goal, we did surpass our water savings for 2021 by a significant 77%. 362,248m³ of water replenished in 2022, versus 203,640m³ in 2021.</p> <p>Looking forward, we are keen to meet our 2023 targets, and we have the infrastructure in place to realize the targets.</p>
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TARGET	KEY PERFORMANCE INDICATOR	NOTES ON OUR PROGRESS
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<p>Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all of our water-stressed markets.</p> <p>SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1</p> <div style="display: flex; gap: 10px;"> <div style="background-color: #00AEEF; color: white; padding: 5px; border-radius: 5px;"> <p>6 CLEAN WATER AND SANITATION</p> </div> <div style="background-color: #2ECC71; color: white; padding: 5px; border-radius: 5px;"> <p>15 LIFE ON LAND</p> </div> </div>	<p>People reached with WASH</p> <p>99,317</p>	<p>We achieved 311% of our target to reach 31,885 people. We have also increased our beneficiaries under WASH by 28% from 2021, where we reached 24,832 people.</p>
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<p>Engage in collective action in all of our priority water basins to improve water accessibility, availability and quality and contribute to a net positive water impact.</p> <p>SDG alignment: 6.1; 6.2; 6.5; 6.6; 6A; 6B</p> <div style="background-color: #00AEEF; color: white; padding: 5px; border-radius: 5px;"> <p>6 CLEAN WATER AND SANITATION</p> </div>	<p>Water collective actions projects completed</p> <p>100%</p>	<p>We have completed 100% of our water collective action projects. These include:</p> <ul style="list-style-type: none"> • Eight water projects around Kenya with over 60,000 beneficiaries. • SBL completed a water treatment plant in Basuto, Tanzania with the capacity to serve 14,000 people. Prior to embarking on the project, water supply from Lake Basuto to the community required urgent treatment after laboratory tests revealed that the level of fluoride in the lake water was above the recommended World Health Organization (WHO) Standards. The treatment Plant has a capacity to purify 900,000 litres of water in 12 hours, which is sufficient to meet, and exceeds Basuto Ward's current average daily water demand of 700,000 litres. • UBL constructed eight sanitation facilities within urban markets in partnership with the Kabaka Kingdom Foundation. Over 15,000 people will benefit from this project. UBL also built a water and sanitation facility for Kireka Home of Disabled that looks after 80 individuals.
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**PIONEER GRAIN TO GLASS SUSTAINABILITY:
ACCELERATE TO A LOW CARBON WORLD**


<p>Become net zero carbon in our direct operations (Scopes 1 and 2).</p> <p>SDG alignment: 7.2; 7.3; 12.6; 13.3</p> <div style="display: flex; gap: 10px;"> <div style="background-color: #FFC000; color: white; padding: 5px; border-radius: 5px;"> <p>7 AFFORDABLE AND CLEAN ENERGY</p> </div> <div style="background-color: #8E44AD; color: white; padding: 5px; border-radius: 5px;"> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> <div style="background-color: #2ECC71; color: white; padding: 5px; border-radius: 5px;"> <p>13 CLIMATE ACTION</p> </div> </div>	<p>Total direct GHG emissions (Scope 1&2) (kt CO2e)</p> <p>63.4</p>	<p>Whilst we are slightly off track our 2022 goal, with our Scope 1&2 total direct GHG emissions above our target of 46.90 (kt CO2e), we expect to see a turnover in our Scope 1&2 emissions following the operationalization of our biomass projects in Uganda and Kenya. Rolling out biomass is part of Diageo's biggest environmental investment in Pan-Africa, positioning us as a trailblazer and leader in environmental stewardship and conservation. We have invested in four biomass boilers in our Kisumu and Tusker plants to help reduce our carbon emissions by 95% (about 34,000 tonnes) per year. In Uganda, the £8.56 million investment will be able to realize an unrivalled CO2 emissions reduction by 90%. SBL is also working towards curbing direct emissions and all three sites have transitioned to the use of LPG forklifts which have lower emission than the previous diesel forklifts.</p>
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TARGET	KEY PERFORMANCE INDICATOR	NOTES ON OUR PROGRESS
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<p>Use 100% renewable energy across all our direct operations</p> <p>SDG alignment: 7.2; 7A; 17.16</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>7 AFFORDABLE AND CLEAN ENERGY</p> </div> <div style="text-align: center;">  <p>17 PARTNERSHIPS FOR THE GOALS</p> </div> </div>	<p>Percentage of renewable energy in our own operations</p> <p>25.87%</p>	<p>We are behind target on our use of renewable energy given a target of 43% use of renewable energy in 2022, and an achievement of 25.87%. We are however, using 1.8% more renewable energy in our operations from our baseline in 2020 (24%). As noted above, with the completion of our biomass project, we expect to see a significant shift in our use of renewable energy in our operations.</p> <p>As a signatory to the RE100 global initiative we are also committed to 100% renewable electricity. Our sites run on 96.97% renewable electricity for our operations, above our internal target to use 95%. This is also an increase in the renewable electricity utilized from our baseline recording in 2020 of 93%.</p>
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**PIONEER GRAIN TO GLASS SUSTAINABILITY:
BECOME SUSTAINABLE BY DESIGN**

<p>Achieve zero waste in our direct operations and zero waste to landfill in our supply chain</p> <p>SDG alignment: 12.5; 12.6</p> <div style="text-align: center;">  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div>	<p>Total waste to landfills (tonnes) from our direct operations</p> <p>0</p>	<p>We have maintained 0 tonnes of waste to landfill from our direct operations mainly through re-use, recycling and composting of all our waste generated through our supply processes.</p>
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<p>Achieve 40% average recycled content in our plastic bottles by 2025 (and 100% by 2030)</p> <p>SDG alignment: 12.5; 12.6</p> <div style="text-align: center;">  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div>	<p>Percentage of recycled content in plastics</p> <p>0%</p>	<p>Across our markets, we are using returnable glass bottles, except for our UBL business. We are currently looking for potential r-PET suppliers to partner with us at our UBL business, which will lead us to start making traction on this target in 2023.</p>
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<p>Ensure 100% of our plastics is designed to be widely recyclable (or reusable/ compostable) by 2025</p> <p>SDG alignment: 12.5; 12.6</p> <div style="text-align: center;">  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div>	<p>Percentage of plastics that is widely recyclable/ reusable / compostable</p> <p>100%</p>	<p>Majority of all our plastics used are widely recyclable, reusable and compostable. In 2022 we achieved a success rate of over 99%. This is higher than 2021, where 90% of our plastics were widely recyclable, and higher than our 2022 target of 98%.</p>
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DOING BUSINESS THE RIGHT WAY

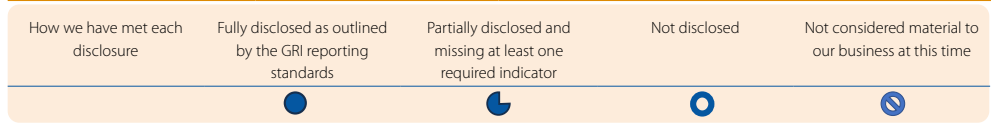
<p>Adherence and level of commitment to our codes of conduct and global policies</p>	<p>Total confirmed breaches of our Code of Business Conduct</p> <p>5</p>	<p>All allegations are taken seriously, investigated and where required consequence management is performed. We monitor all breaches to identify trends and root causes where further action may be required.</p>
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GRI INDEX

Universal Standards

GRI 1: FOUNDATION

REPORTING PRINCIPLES		
Disclosure		Our Response
1-1	Accuracy	<p>We clearly, consistently and transparently report our performance against our Society 2030: Spirit of Progress plan on pages 71-133 of this Report. Our methodology for calculating performance against targets is in line with the Diageo Reporting Boundaries and Methodologies as outlined in the Diageo Annual Report (pg. 90-110).</p> <p>PwC were engaged as our external auditors for the year ended 30 June 2022 and audited our financial statements accordingly. They also reviewed the integrated report which includes sustainability related disclosures. The outcomes reported in this sustainability report are extracted from the integrated report and have been subjected to our internal validation processes.</p>
1-2	Balance	<p>We report against our Society 2030 targets and GRI indicators (based on NSE mandatory topic disclosures), whether or not our performance has been strong. This gives a balanced view of the impacts we make, which we have defined by considering the views of a range of stakeholders. We aim to present information in such a way that the reader can assess trends in performance year on year.</p>
1-3	Clarity	<p>Our performance against Society 2030 is highlighted in our 2022 EABL Integrated Report. We produce our Sustainability Report to give more context into our performance, as well as hear directly from our stakeholders. Our approach to ESG reporting is in line with Diageo's ESG Reporting Index outlined in pages 90 -110</p>
1-4	Comparability	<p>We continue to report against our targets, as well as respond to universal standards such as the GRI Standards/ NSE Guidelines. We have designed our Annual Integrated Report and this Sustainability Report to enable stakeholders to easily review our performance over time, and to help readers find comparable information.</p>
1-5	Completeness	<p>Our coverage of material topics is explained in our reporting approach and is in line with Diageo Reporting Boundaries and Methodologies (pg.90-110 of Diageo ESG Reporting Index)</p>
1-6	Sustainability context	<p>Our Annual Integrated Report explains the wider context in which we operate and presents a highlight of our sustainability performance in relation to our corporate performance. Our Sustainability Report presents how our material issues – that is, Economic, Environmental and Social issues – relate to our long-term strategy, risks, opportunities and goals, including throughout our value chain.</p>
1-7	Timeliness	<p>We published our inaugural Sustainability Report in 2021, and will continue to publish this Sustainability Report alongside the Annual Integrated Report.</p>
1-8	Verifiability (Reliability)	<p>We report on our progress against Society 2030 in line with Diageo's Reporting Boundaries and Methodologies.</p> <p>PwC were engaged as our external auditors for the year ended 30 June 2022 and audited our financial statements accordingly. They also reviewed the integrated report which includes sustainability related disclosures. The outcomes reported in this sustainability report are extracted from the integrated report and have been subjected to our internal validation processes.</p>



GRI 2: GENERAL DISCLOSURES

ORGANISATIONAL PROFILE AND ITS REPORTING PRACTICES

Disclosure		Our Response
2-1	Organisational details	<p>Legal name: East African Breweries PLC</p> <p>Nature of ownership and legal form: Public Listed Company</p> <p>Place of registration: Kenya</p> <p>Location of headquarters: EABL Bustani Office, 5th Floor, Garden City Business Park, Block A, Garden City Road, off Exit 7 Thika Superhighway, Ruaraka, Nairobi</p> <p>Countries of operation: 3 Countries of operation Kenya, Uganda and Tanzania and have market footprint in more than 10 African countries.</p>
2-2	Entities included in the consolidated financial statements	We describe the entities included in our Sustainability reporting within the Reporting boundaries and methodologies section on page. It includes information about the difference between the list of entities included in our Financial Statements and our ESG reporting on this page, as well as an explanation of the approach used to consolidate information from multiple entities for the different indicators included in our ESG reporting.
2-3	Reporting period, frequency and contact point	<p>Reporting period: Year ended 31st June 2022</p> <p>Frequency of reporting: We report every year in line with our financial reporting.</p> <p>Publication date: Our Annual Report published on 16 September 2022, and our Sustainability Report published October, 2022</p> <p>Contact information: growing.value.together@eabl.com</p>
2-4	Restatements of information	<p>Our approach to restating information from previous reporting periods is included within the reporting approach.</p> <p>This includes restatements of baseline environmental data and restatement of code breach data.</p>
2-5	External assurance	<p>Assurance policy and practice</p> <p>Our policy is to align our sustainability reporting with the best and most up-to-date standards and protocols available at the beginning of our fiscal year. We believe in reporting against reliable data, and strive to improve the quality of our non-financial disclosures.</p> <p>PwC were engaged as our external auditors for the year ended 30 June 2022 and audited our financial statements accordingly. They also reviewed the integrated report which includes sustainability related disclosures. The outcomes reported in this sustainability report are extracted from the integrated report and have been subjected to our internal validation processes.</p>

How we have met each disclosure

Fully disclosed as outlined by the GRI reporting standards

Partially disclosed and missing at least one required indicator

Not disclosed

Not considered material to our business at this time



ACTIVITIES AND WORKERS

Disclosure

Our Response

2-6

Activities, brands, products and services



Activities, products and services

We are active in the beverages sector. We produce more than 30 alcoholic beverage brands. Key details about each of these brands can be found in the 'Our Brands' section of the Annual Report on page 8 and a review of our product categories on pages 33-44. This year we made 109.4 billion in net sales. More details of our financial performance can be found in our Financial Statements, from pages 134-143 of the Annual Report.

Markets served

Our extensive network of breweries, distilleries, and distribution facilities span across the six markets within which we operate in East Africa, especially concentrated in the three core markets of Kenya, Uganda and Tanzania. Despite operating in East Africa, our unique products can be found in more than ten countries across Africa and beyond.

Our broad portfolio consists of outstanding local jewels and global giants, reaching across categories, occasions and price points. We are proud of the brands we make and the positive impact they have in bringing people together, to celebrate life every day, everywhere.

Supply chain

Many of our direct suppliers have extensive supply chains of their own, connecting us with thousands more farmers and businesses.

For acquisitions and disposals, see the Financial Statements in the Annual Report on pages 134-199. For material organisational restructuring programmes, see the Financial Statements in the Annual Report on page 142. For changes in share capital structure, see the Financial Statements in the Annual Report on page 167. There were no material changes to the overall location of suppliers, structure of the supply chain or our relationships with suppliers during this reporting period. Other, less material changes in our supply chain occurred as a result of our routine tendering processes.

2-7

Employees



We employ over one thousand six hundred people around our sites in East Africa. The production side of the business includes 6 plants across Kenya, Tanzania and Uganda.

Employees by region, by gender and by employment contract type

	Full-time (Applicable for Permanent and FTC employees)		Men	Women	Total
	Permanent	FTC			
Kenya	787	59	517	329	846
Uganda	302	2	207	101	310
Tanzania	451	33	337	147	484

2-8

Workers who are not employees



Most people who work on our behalf are employed by EABL – although, like most manufacturing companies, we also employ contractors, the numbers of whom vary significantly by country. For the most part, when we use contractors, it's for:

- Construction projects resulting from investments we're making in the business.
- Logistics (from the end of the packaging line), such as warehouse operators, forklift truck drivers and loaders.
- Selected sales and merchandising activity.
- Cleaning, catering and site security.

How we have met each disclosure

Fully disclosed as outlined by the GRI reporting standards



Partially disclosed and missing at least one required indicator












Not disclosed



Not considered material to our business at this time



GOVERNANCE

Disclosure		Our Response
2-9 	Governance structure and composition	<p>Our governance structure is included in the Governance section of the Annual Report on page 103.</p> <p>Our Chief Executive, Jane Karuku, is ultimately accountable for overall performance against ESG goals and targets, while responsibility for the component parts of Society 2030: Spirit of Progress is shared between members of our Executive Committee.</p> <p>In this way, Society 2030: Spirit of Progress is embedded across the whole organisation, with senior executives being accountable for its delivery.</p> <p>To continue to improve our oversight of ESG, our Board receives updates on our ESG strategy and performance every quarter.</p>
2-10 	Nomination and selection of the highest governance body	See our Annual Report
2-11 	Chair of highest governance body	See our Annual Report
2-12 	Role of the highest governance body in overseeing the management of impacts	See our Annual Report
2-12 	Role of the highest governance body in overseeing the management of impacts	See our Annual Report
2-13 	Delegation of responsibility for managing impacts	See our Annual Report
2-14 	Role of the highest governance body in sustainability reporting	See our Annual Report
2-15 	Conflicts of interest	See our Annual Report
2-16 	Communication of critical impacts	See our Annual Report

How we have met each disclosure

Fully disclosed as outlined by the GRI reporting standards

Partially disclosed and missing at least one required indicator

Not disclosed



Not considered material to our business at this time







GOVERNANCE

Disclosure	Our Response	
2-17 	Collective knowledge of the highest governance body	See our Annual Report
2-18 	Evaluation of the performance of the highest governance body	See our Annual Report
2-19	Remuneration policies	See our Annual Report
2-20 	Process to determine remuneration	See our Annual Report
2-21 	Annual total compensation ratio	See our Annual Report

STRATEGY POLICIES AND PRACTICES

Disclosure	Our Response	
2-22 	Statement on sustainable development strategy	In our Annual Report, our Chairman and Chief Executive comment on how our role in society and our ESG strategy and targets support our Performance Ambition to create one of the best performing, most trusted and respected consumer products companies in the world.
2-23 	Policy commitments	<p>Our Code of Conduct sets out what we stand for as a business and how we demonstrate the highest standards of integrity and ethical behaviour. It is guided by our strong purpose and values. It provides clarity on how we are expected to behave to build the trust and respect of everyone who interacts with us. Our Code is underpinned by a number of global policies, standards and guidelines covering specific areas of our work. We review each of these every year to make sure we take account of any changes in our external environment and update them accordingly through Executive Committee approval.</p> <p>We take a precautionary approach to our Environment Policy. We describe this in how we are working to reduce emissions in the Pioneer Grain-to-Glass sustainability.</p> <p>Policy commitment to respect Human Rights</p> <p>Diageo's Global Human Rights Policy covers a list of internationally recognised human rights and a list of specific at-risk groups that we give particular attention to. The authoritative intergovernmental instruments that we are committed to are referenced within our policies and standards. These include the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights to Work, the Children's Rights and Business Principles, the UN Global LGBTI Standards of Conduct for Business, the UN Women's Empowerment Principles and the UN Global Compact.</p> <p>Due diligence</p> <p>Our approach is set out in our policies and guidelines and is reviewed through Diageo's Global Audit and Risk function and through analysing our breach reporting mechanism, which is available to both our employees and business partners. We are also enhancing our internal assurance framework to identify opportunities to further strengthen our approach.</p>

How we have met each disclosure	Fully disclosed as outlined by the GRI reporting standards	Partially disclosed and missing at least one required indicator	Not disclosed	Not considered material to our business at this time
				

STRATEGY POLICIES AND PRACTICES

Disclosure	Our Response
<p>2-24</p> <p>●</p> <p>Embedding policy commitments</p>	<p>Neither compliance nor conducting our business with integrity are negotiable – and our approach to risk and compliance helps us to encourage the right behaviours and attitudes in our people and to ensure responsible business conduct in everything we do. In our Code, we set out which policies and standards are relevant for all our employees and allocate responsibility to specific groups for others: for example, all employees who work with suppliers are responsible for implementing the commitments of our Partnering with Suppliers Standard. We support our employees to embed Diageo global policies in their work through an annual, risk-based training plan. This includes general awareness for all employees, as well as detailed training for functions directly related to managing specific business risks.</p> <p>Diageo Global Business Integrity team manages the integration of our commitments into organisational strategies, operational policies and procedures through the Global Policy Framework.</p> <p>This framework also sets out how we implement our commitments with and through our business relationships: for example, all suppliers will adhere and commit to our Partnering with Suppliers Standard, which sets out the minimum expectations on environmental, social and governance criteria of working and partnering with Diageo.</p> <p>Diageo undertakes annual mandatory global training on our Code and key global policies. This includes an integrated Annual Certification of Compliance for all managers and their direct reports, which takes in a total of 15,522 eligible employees. Our Code is available in 20 languages to make sure all our employees around the world can access the policy</p>
<p>2-25</p> <p>●</p> <p>Processes to remediate negative impacts</p>	<p>We believe that great risk management starts with the right conversations to drive better business decisions. Our focus is to identify and embed mitigation actions for material risks that could impact our current or future performance, and/or our reputation. Our approach is holistic and integrated, bringing together risk management, internal controls and business integrity, and ensuring that our activities across this agenda focus on the risks that could have the greatest impact.</p> <p>Accountability for managing risk is embedded in our management structures. Each market and function undertakes an annual risk assessment, establishes mitigation plans and monitors risk on a continual basis. Similarly, our Audit & Risk Committee regularly assesses risk and the Board independently reviews the assessment. This Committee met quarterly and received regular reports on the risks faced across the business and the effectiveness of the actions taken to mitigate these risks. We use internal and external data to monitor our risks and make proactive interventions. We also establish cross-functional working groups and draw on the advice of experts where necessary to ensure significant risks are effectively managed, and where appropriate, escalated to the Executive and Board for consideration.</p>
<p>2-26</p> <p>●</p> <p>Mechanisms for seeking advice and raising concerns</p>	<p>We have a confidential service (SpeakUp) available for people to raise concerns about compliance with the law, our Code, any of our global policies or standards, or any other compliance and ethics matters. Our SpeakUp whistleblowing phone line and web reporting tool can be accessed by all our employees and by those in our value chain. Overall statistics and significant matters are reported quarterly to our Executive Committee and our Audit Committee. We do not tolerate reprisals against anyone who reports a concern or helps with an investigation in good faith. Anyone found to be involved in retaliation against an individual who has raised a concern will be subject to disciplinary action. More information is included in the Our Principal Risks and Risk Management section of the Annual Report on pages .</p>

How we have met each disclosure	Fully disclosed as outlined by the GRI reporting standards	Partially disclosed and missing at least one required indicator	Not disclosed	Not considered material to our business at this time
	●	◐	○	⊘

STRATEGY POLICIES AND PRACTICES

Disclosure	Our Response
<p>2-27</p> <p>●</p> <p>Compliance with laws and regulations</p>	<p>Environmental compliance</p> <p>Our approach to water, energy, biodiversity, emissions, and effluents and waste is described in section GRI 300: Environmental, from page 105.</p> <p>These form part of our overall approach to managing our environmental impact and complying with all local laws and regulations, or with our own standards – whichever are higher – at each site. These are set out in our Environment Policy and our supporting framework of policies.</p> <p>There are also routine reports to the Executive Committee and an annual review of performance against yearly and longer-term targets.</p> <p>There were 0 incidents of non-compliance with environmental consents this reporting year.</p> <p>Socio-economic compliance</p> <p>This year there were no charges to exceptional items in respect of non-compliance with social and economic laws and regulations. For more information on how we manage socio-economic compliance, please see GRI 2-23 and 2-24.</p> <p>Tax Compliance</p> <p>Tax and regulatory landscape remains a key challenge to the Group's business performance with steep duty increases impacting consumers' disposable income. While tax regimes in Uganda and Tanzania remained stable in F21, excise taxes in Kenya have increased with a proposed inflationary increase of 4.97% in October 2021 followed by a further increase in the 2022 Finance Act that saw excise duties on beer and spirits increase by 10% and 20% respectively from 1st July 2022. A further 6.3% increase in excise duty was implemented in Kenya with effect from 1st October 2022 to take into account the average rate of inflation which in effect has impacted the operating environment.</p>
<p>2-28</p> <p>●</p> <p>Membership of Associations</p>	<p>As a part of Diageo, we are proud signatories of a number of environmental initiatives including Business Ambition for 1.5°C, UNGC/SBti Uniting Business to Recover Better, the Race to Zero, Race to Resilience and the UNGC Government Letter on SDGs in Recovery and RE100.</p> <p>EABL is a proud member of the UN Global Compact, Kenya Association of Manufacturers (KAM), Kenya Private Sector Alliance (KEPSA).</p>

How we have met each disclosure	Fully disclosed as outlined by the GRI reporting standards	Partially disclosed and missing at least one required indicator	Not disclosed	Not considered material to our business at this time
	●	◐	○	⊘