

SUSTAINABILITY REPORT 2024



CHAMPIONING INCLUSION & DIVERSITY



Welcome to the EABL Annual Sustainability Report 2024

We are proud to present the fourth edition of our Annual EABL Sustainability Report, reflecting our continued commitment to transparency, accountability, and positive impact on society.

This report highlights the actions we've taken, the challenges faced, and the progress achieved as we work towards creating lasting value for all our stakeholders.

We, therefore, present our approach and performance on topics most material to our business and stakeholders. Through expert voices, stakeholder testimonials and performance data, EABL is committed to providing an accurate, timely and reliable analysis of our performance against our Sustainability Strategy, "Spirit of Progress" which has three pillars: Promote Positive Drinking, Champion Inclusion and Diversity, and Pioneer Grain to Glass Sustainability.

We have opted to take a long term view of our Sustainability Strategy and will no longer be referring to 'Society 2030'.

This year's report is themed 'Championing Inclusion and Diversity', built on our pillar of 'Champion Inclusion and Diversity'. Our mission is to create the most inclusive and diverse environment that ensures all our people thrive, supported by market leading policies and practices; while also removing barriers and having a positive impact on our partners, suppliers and communities. The report will, therefore, provide a detailed overview of our sustainability agenda in the East African region and highlight our actions towards embracing inclusion and diversity in the communities where we live, work, source and sell.

The report has been prepared in accordance with the GRI 2021 Standards and is also responsive to the Nairobi Securities Exchange (NSE) ESG Disclosures Guidance Manual (2021).





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Foreword by:

Hon. Harriette I.J. Chiggai

Advisor to the President on Women's Rights - Kenya



Together, let us continue the journey towards a more equitable and inclusive East Africa, where every individual has the opportunity to thrive and contribute to the prosperity of our nations.



It is my privilege to introduce East African Breweries PLC's, EABL's, fourth Annual Sustainability Report. I received the news, with great pleasure, that the focus of this year's report is on the critical issues of inclusion and diversity within our region.

In a landscape marked by both progress and persistent challenges, it is crucial to confront the realities faced by individuals across various intersections of identity, including gender, age, physical abilities and geographical location.

Kenya's commitment to equality and inclusion extends beyond gender alone, as evidenced by our scores on global indices such as the Women, Business and the Law 2021 index and the Global Gender Gap Report 2021.

While these scores remain consistent from the previous year, the lived experiences of individuals from marginalised communities tell a different story—one shaped by inequalities exacerbated by climate change and widespread environmental degradation.

Kenya's commitment to equality and inclusion is enshrined in our Constitution, legal frameworks, and policies, which outline mandates for promoting diversity and addressing systemic barriers. However, achieving meaningful progress requires us to go beyond gender and tackle intersecting forms of discrimination and marginalisation. For instance, women's limited control over resources, including land, and the burden of unpaid care work further hinder women's economic participation and mobility.

For this reason, I am impressed by the work EABL has done in driving inclusion of women farmers and people with disabilities across their value chain. With 40% of EABL's farmers network of over 60,000 being women and over 1,200 being people with disabilities, is by no means an easy feat and is the commitment required by our private sector to truly challenge negative norms



60,000

With 40% of EABL's farmers network of over 60,000 being women and over 1,200 being people with disabilities, is by no means an easy feat and is the commitment required by our private sector to truly challenge negative norms and create enabling environments where women can fully contribute to and benefit from productive activities.

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This report serves as a call to action—a reminder that true progress towards sustainability requires us to prioritise the rights and dignity of every person, irrespective of their gender, age, physical ability or geographical location. By recognising and addressing the diverse needs and experiences of all individuals, regardless of their background or identity, we can build more inclusive and sustainable societies.

'Hongera' EABL for all the work that you continue to pioneer in our great region.

Together, let us continue the journey towards a more equitable and inclusive East Africa, where every individual has the opportunity to thrive and contribute to the prosperity of our nations.

Hon. Harriette J.J. Chiggai

Advisor to the President on Women's Rights – Kenya.

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Foreword by:

Hon. Betty Amongi

Minister for Gender, Labour and Social Development – Uganda



This report, which explores the intersection of sustainability, inclusion, and diversity, contributes to a significant conversation across the continent. Uganda stands at a pivotal moment in its development journey, where the principles of equity, empowerment, and environmental stewardship are paramount to our progress.



I am honoured to introduce the work of East African Breweries PLC, EABL, in driving sustainable business practices for the financial year ending June 2024. This report, which explores the intersection of sustainability, inclusion, and diversity, contributes to a significant conversation across the continent. Uganda stands at a pivotal moment in its development journey, where the principles of equity, empowerment, and environmental stewardship are paramount to our progress.

In recent years, Uganda has made significant strides towards fostering a more inclusive and diverse society. Our commitment to gender equality, the rights of marginalised communities, and environmental conservation have been central to our national agenda. However, we also acknowledge that there are persistent challenges that require our urgent attention and collective action.

One of the key challenges we face is ensuring that all members of our society have equal access to opportunities for education, employment, and participation in decision-making processes. Women, persons with disabilities, youth, and minority groups continue to encounter barriers that limit their full participation in economic, social, and political spheres. Addressing these barriers is not only a matter of social justice but also crucial for unlocking the potential of every Ugandan and driving sustainable development.



In recent years, Uganda has made significant strides towards fostering a more inclusive and diverse society. Our commitment to gender equality, the rights of marginalised communities, and environmental conservation has been central to our national agenda.



As you consume the contents of this report, remain encouraged as we sharpen our focus on ensuring sustainable development in Uganda and East Africa, remembering that it is only through our collective efforts that we can truly be transformational.

Furthermore, Uganda, like many other countries, is confronted with environmental challenges that threaten the well-being of our people and the integrity of our ecosystems. Climate change, deforestation, and pollution disproportionately affect vulnerable communities, exacerbating existing inequalities. It is imperative that we adopt holistic approaches to environmental sustainability that prioritise the needs and voices of all Ugandans, especially those most at risk.

Despite these challenges, I am encouraged by the progress made by our partners – UBL, as part of EABL. Private sector partnerships are critical to ensuring that all members of our population have access to equal opportunities. I commend all those who have contributed to building a Uganda where every individual, regardless of gender, ethnicity, ability, or background, can thrive and contribute meaningfully to our shared prosperity.

As you consume the contents of this report, remain encouraged as we sharpen our focus on ensuring sustainable development in Uganda and East Africa, remembering that it is only through our collective efforts that we can truly be transformational.

Hon. Betty Amongi

Minister for Gender, Labour and Social Development – Uganda

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Foreword by:

Mr. Gilead J. Teri

Tanzania Investment Center Executive Director



As we navigate the complexities of a rapidly changing world, let us recommit ourselves to breaking down the barriers that hinder women's access to equal rights and opportunities. I invite you to delve deep into the contents of this report with this in mind: together, we can create a more inclusive and sustainable future for all.



Serengeti Breweries Ltd., SBL, is a pivotal partner to Tanzania, and I am pleased to introduce East African Breweries PLC, EABL's, Annual Sustainability Report, particularly as this year's report seeks to illuminate the value and importance of the inclusion and diversity agenda in driving sustainable growth. Foreign Direct Investments (FDIs) play a critical role in this effort, as they spur economic growth and also promote inclusive practices by fostering diverse work environments and creating opportunities for marginalised groups. By encouraging businesses to adopt global standards of equity and diversity, FDIs help pave the way for more inclusive development.

In a world where progress is measured not just by economic growth but by the inclusivity of that growth, addressing disparities becomes imperative.

Women and girls represent half of the world's population, yet they continue to face barriers to full participation in various fields, particularly in technology. Through FDI-driven investments in sectors like technology, more opportunities can be created for women to overcome these barriers and participate fully in the workforce, driving both social equity and economic success.

According to the 2022 OECD Social Institutions and Gender Index Report on Tanzania, the established set of formal and/or informal norms and practices that govern behaviour in society continue to severely hamper Tanzanian women's and girls' empowerment. Deeply entrenched barriers are particularly persistent in the following areas: girl child marriage and unequal intra-household dynamics – both in terms of unpaid care and domestic work and decision making – violence against women, reproductive autonomy, access to agricultural land, freedom of movement and access to justice.

Discrimination in social institutions is higher in rural areas than in urban settings. As the majority of the population live in rural settings, a large share of Tanzanian women are exposed to higher levels of social discrimination. The most pervasive forms of discrimination in social institutions tend to occur at the household and community levels. For example, on average women spend 3.1 times more time on unpaid care and domestic tasks than men, undertaking four-

and-a-half hours per day of unpaid care and domestic work compared to one-and-a-half hours for men.

Additionally, only a quarter of technology jobs are held by women, and a mere 10% of students earning degrees in computer science are ladies. These statistics not only highlight barriers in affordability and technological literacy but also underscore the pervasive influence of inherent biases and socio-cultural norms that lead to gender-based digital exclusion.

However, the importance of gender equality in technology extends beyond social inclusion—it is also an economic imperative. Achieving better gender balance not only fosters equality but also drives broader economic benefits.

Inclusive growth, where all individuals can realise their full potential, leads to enhanced economic performance and societal well-being.

The Government of Tanzania has implemented various strategies and plans to promote social inclusion for women, including strengthening funds for providing loans, removing discriminatory laws, ensuring unconditional employment, and encouraging women's economic empowerment. These efforts are crucial steps towards fostering a more inclusive society where every individual, regardless of gender, has the opportunity to thrive.

Furthermore, there is a compelling business case for gender diversity. As EABL continues to demonstrate, organisations that embrace diversity at all levels tend to outperform their counterparts. It is for this reason that the work EABL has done in growing the access of young women to Science, Technology, Engineering and Mathematics (STEM) is truly transformational. Research demonstrates that inclusive cultures drive innovation, agility, and financial success. By leveraging diverse perspectives, organisations can unlock new ideas and enhance their competitiveness in today's global marketplace.

However, achieving diversity and inclusion is not without its challenges. It requires individuals to embrace discomfort, adapt their behaviours, and cultivate inclusive environments where everyone feels valued and respected. Yet, the rewards of diversity—enhanced innovation, improved decision-making, and increased productivity—far outweigh the challenges.

As we navigate the complexities of a rapidly changing world, let us recommit ourselves to breaking down the barriers that hinder women's access to equal rights and opportunities. I invite you to delve deep into the contents of this report with this in mind: together, we can create a more inclusive and sustainable future for all.

Mr. Gilead J. Teri

Tanzania Investment Center Executive Director



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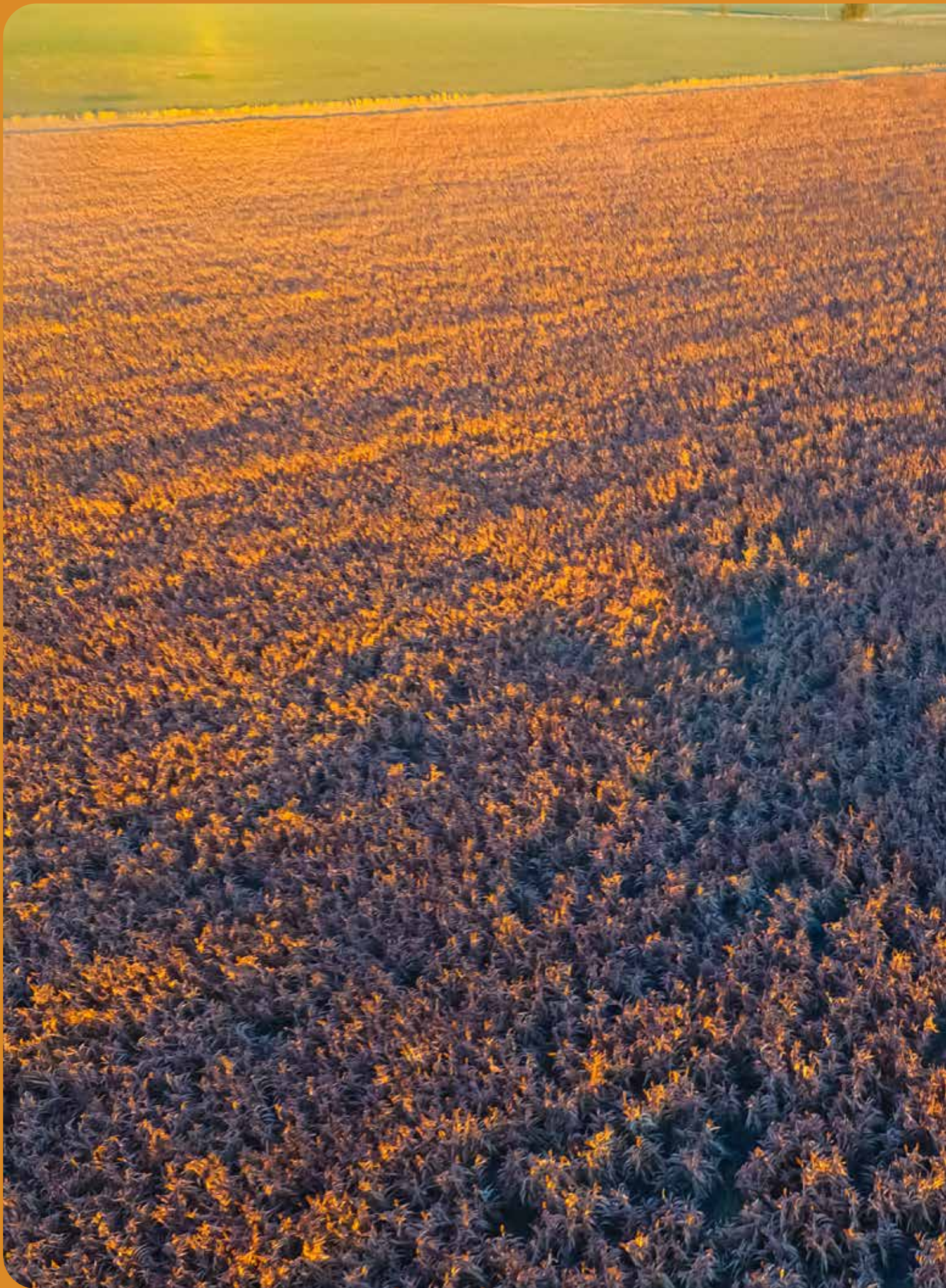
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Message from the Group Chairman



At EABL, we are committed to nurturing a pipeline of women leaders through targeted development programs, mentorship initiatives, and policies that promote work-life balance and equal opportunities.



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EABL Sustainability Report

We made the commitment to report transparently and openly on our progress against our Sustainability Strategic Action Plan, 'Spirit of Progress', and in that regard, I am honoured to present our fourth Annual Sustainability Report.

'Spirit of Progress' is our ten-year action plan towards the achievement of the Sustainable Development Goals (SDGs) in our company, with our communities and business partners, and for society.

According to the UNDP 2023 Africa Sustainable Development Report, last year, 2023, was a defining year, marking the midpoint for the implementation of the 2030 Agenda for Sustainable Development and the evaluation of the first 10-year implementation plan of Agenda 2063: The Africa We Want, of the African Union.

As we reflected on our journey towards sustainable development in East Africa in 2023, it became evident that while progress has been made, significant challenges persist in achieving the Sustainable Development Goals (SDGs).

In our market, the pursuit of SDGs faces multifaceted challenges. Economic disparities, inadequate infrastructure, and climate change vulnerabilities are among the prominent hurdles.

The UNDP 2023 Africa Sustainable Development Report highlights that the percentage of people living in extreme poverty is projected to rise until 2030. Already, some 20 per cent of the population of Africa is classified as food insecure, while some 54 per cent of Africans lack basic sanitation services.

Furthermore, the challenges faced by Africa in recent years have exacerbated wealth and gender inequalities and deepened rural-urban disparities in income.

Amidst these challenges, businesses play a pivotal role as catalysts for sustainable development. At EABL, we recognize that our operations must not only strive for profitability but also contribute positively to society and the environment.

By aligning our strategies with the SDGs, we leverage our resources to address pressing societal needs such as poverty alleviation, reducing gender inequalities, and climate action.



Agenda 2063

According to the UNDP 2023 Africa Sustainable Development Report, last year, 2023, was a defining year, marking the midpoint for the implementation of the 2030 Agenda for Sustainable Development and the evaluation of the first 10-year implementation plan of Agenda 2063: The Africa We Want, of the African Union.

Inclusion and Diversity: A Cornerstone of Our Strategy

Inclusion and diversity are foundational to our business strategy. We believe that a diverse workforce and an inclusive workplace culture drive innovation, enhance decision-making, and ultimately lead to better business outcomes. By embracing diversity of thought, background, and experience, we foster creativity and empathy within our teams, enabling us to better understand and meet the needs of our diverse customer base.

Moreover, fostering an inclusive workplace is not just the right thing to do—it's also a strategic imperative. Research consistently shows that diverse teams outperform homogeneous ones, particularly when it comes to problem-solving and innovation. By attracting and retaining talent from varied backgrounds, we strengthen our ability to adapt to market changes and capitalise on emerging opportunities.

I am personally proud of the fact that our Board is made up of 42% women.

Women bring unique perspectives, skills, and experiences to leadership roles that complement those traditionally represented. At EABL we are committed to nurturing a pipeline of women leaders through targeted development programs, mentorship initiatives, and policies that promote work-life balance and equal opportunities.

By actively supporting women in leadership, we not only strengthen our organisational resilience but also contribute to broader societal goals of gender equality and inclusive economic growth.

The operating environment in our region continues to evolve, presenting a dynamic landscape that demands both resilience and innovation from businesses like ours. We certainly are up to the challenge. As we navigate the complexities of the East African operating environment and pursue our sustainability goals, we remain committed to driving positive change through inclusive practices and by aligning our business strategies with the SDGs. Together with our stakeholders, we aspire to build a more equitable, resilient, and sustainable future for all.

Dear stakeholders, we invite you to delve into the achievements, challenges, and impact of our sustainability initiatives. Your feedback is invaluable to us as we strive for continuous improvement and transparency in our sustainability journey. Together, let us engage in meaningful dialogue to shape a more sustainable future for our communities. We look forward to hearing your insights and perspectives.

Thank you for your continued support and partnership in our sustainability journey.

Dr. Martin Oduor-Otieno,
CBS

Group Chairman

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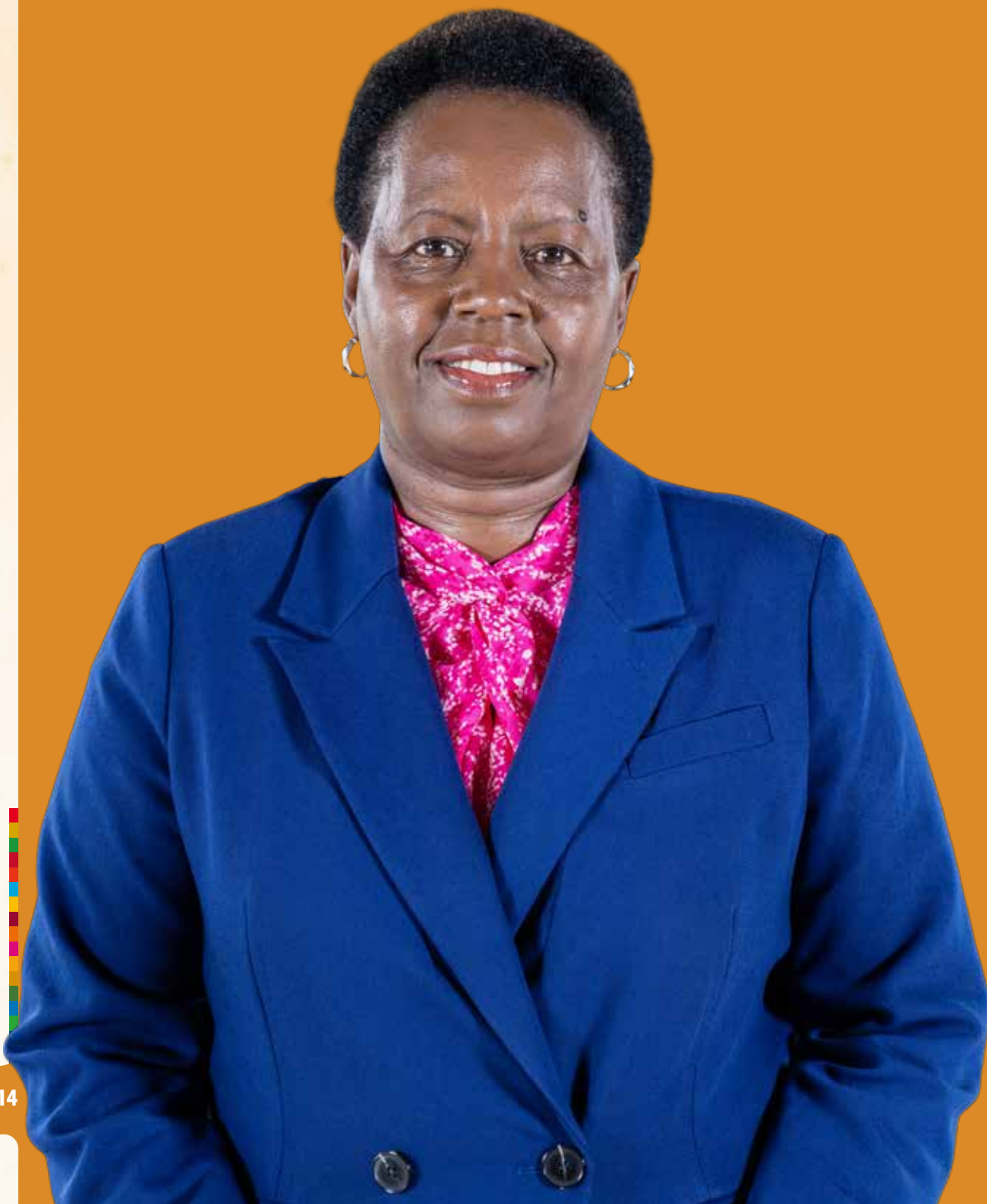
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Message from the Group MD & CEO



We look forward to continuing this journey with your support and collaboration. Your feedback and insights are, therefore, invaluable as we strive for continuous improvement and accountability in our sustainability initiatives.



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In our fiscal year 2024, we continued to accelerate our sustainability efforts with ongoing commitment to integrating sustainability into every facet of our operations. Our goal is to ensure that sustainability becomes intrinsic to the mission and drive of every EABL employee, department, and market where we live, work, source and sell.

This year's report draws specific attention to our work in Championing Inclusion and Diversity – a fundamental aspect of our corporate ethos.

We believe that a diverse workforce, inclusive leadership, and equitable opportunities not only strengthen our organisational resilience but also drive innovation and sustainable growth. Inclusive workplaces foster environments where every individual feels valued, respected, and empowered to contribute their unique perspectives. This approach not only enhances employee satisfaction and productivity but also strengthens relationships with customers and stakeholders who come from equally diverse backgrounds.

To this end, we have unique policies and guidelines that support our women employees from the time they join our organisation, to the time they leave. Some of these policies and guidelines include the Maternal Leave Policy and the Thriving Through Menopause Guidelines which support women during key phases of their life cycle.

We are proud of our achievements in promoting gender diversity, as exemplified by our recognition at the Women on Boards Network (WOBN) Awards. Winning the "Organisation of The Year" category underscores our commitment to achieving gender parity in leadership roles and fostering an inclusive corporate culture.

Looking at our overall performance towards our Sustainability Strategy, 'Spirit of Progress' goals, I am pleased to report substantial progress across key sustainability metrics.

We delivered various community programmes across the region that ensured that at least 50% of the total beneficiaries were women. For example, we reached 4,841 people through our business and hospitality skills programmes out of whom 2,083 are women.



40%

I continue to be very proud of the fact that 40% of our farmer-partner base of over 60,000 are women.

700

over 700 are people with disabilities, demonstrating that inclusion and diversity is a part of our whole value chain.



We are proud of our achievements in promoting gender diversity, as exemplified by our recognition at the Women on Boards Network (WOBN) Awards. Winning the "Organisation of The Year" category underscores our commitment to achieving gender parity in leadership roles and fostering an inclusive corporate culture.

Also, I continue to be very proud of the fact that 40% of our farmer-partner base of over 60,000 are women. Additionally, over 700 are people with disabilities, demonstrating that inclusion and diversity is a part of our whole value chain.

Inclusive value chains foster a more equitable distribution of opportunities and benefits among all participants, leading to broader economic empowerment and social development. It also reinforces our commitment to ethical business practices and sustainable development goals, driving positive impacts across our industry and beyond.

As we reflect on the highlights of 2024, we are also grateful for the opportunities to engage with global stakeholders through pivotal events such as the Africa Climate Week and Summit, the visit of King Charles III to Kenya, and the Water Resilience Coalition Forum in Davos. At these forums, we showcased our initiatives in climate action and water conservation, demonstrating our leadership and commitment to sustainable practices on a global stage. We shared best practice, exchanged knowledge, and contributed to shaping a sustainable future.

Our success continues to be anchored on the power of partnerships. To this end, we extend our appreciation to all our partners such as the Upper Tana Nairobi Water Fund Trust – UTNWF, The Western Kenya Water Project, UN Global Compact Kenya, UNEP and Sightsavers International, among others, who continue to support us to deliver on our commitment.

We also extend our gratitude to our corporate partners, communities and governments who continue to walk the journey with us.

We look forward to continuing this journey with your support and collaboration. Your feedback and insights are, therefore, invaluable as we strive for continuous improvement and accountability in our sustainability initiatives.

Thank you for your ongoing partnership and commitment to sustainability.

Jane Karuku, MGH

Group MD & CEO

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Looking ahead, together with our stakeholders and partners, we will continue to make a meaningful impact on our environment and communities. As we reflect on this year's accomplishments, I am proud of the steps that we have made this far as we grow in our journey towards sustainable development in Kenya.



**Championing
Inclusion
and
Diversity**

2024
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This time of year is always an exciting one for me. As we reflect on our progress, review our learnings and build on our commitment for a more sustainable future, I am reminded of why we do what we do.

For a long time, at Kenya Breweries Limited (KBL), we have recognised our responsibility to lead by example and contribute positively to our society and environment. It is very clear to us that sustainability is the foundation for our business' success. We continue to look at our operations, from the production to the distribution of our products, with a sustainability lens, consistently asking ourselves how we can further enhance our business practices with the goal of contributing towards sustainable development.

To draw on this year's theme, 'Championing Inclusion and Diversity', this aspect is increasingly recognised as essential component of successful business practices. Embracing diversity fosters a more innovative and dynamic workplace while strengthening organisational resilience and adaptability in a competitive market. While the theme is also a distinct pillar under our Sustainability Strategy, 'Spirit of Progress', at KBL we continuously strive for greater inclusion and diversity in everything that we do. Our experience is that this promotes employee engagement, morale, and retention, as individuals feel respected and valued for their unique contributions.

In this way, fostering inclusion and diversity not only enhances business performance but also contributes positively to societal progress by championing equal opportunities and representation across all levels of the organisation.

This is indeed demonstrated in the different awards KBL has secured in this financial year. One I am particularly proud of, is a special accolade honouring



Kshs 8.5 million

Our efforts, including the Kshs 8.5 million investment in forest fencing, have not only enhanced security but also boosted visitor numbers and increased the forest's revenue from entry charges.

Kshs 7.5 million

We made a Kshs 7.5 million investment in a borehole and solar-powered water system to ensure sustainable access to clean water for 1,400 students and staff, empowering them to focus on education and agricultural activities.



Embracing diversity fosters a more innovative and dynamic workplace while strengthening organisational resilience and adaptability in a competitive market. While the theme is also a distinct pillar under our Sustainability Strategy, 'Spirit of Progress', at KBL we continuously strive for greater inclusion and diversity in everything that we do.

women Supply Chain Leaders and Executives whose accomplishments, mentorship and examples set a foundation for women at all levels of a company's supply chain network. This year the 'Women in Supply Chain Award' was presented to our Operations Director, at KBL, Rosemary Mwaniki-Cheshire, for her leadership. This accolade truly reflects our dedication to inclusive leadership and sustainable practices.

In addition, for over a decade, KBL has partnered with Friends of Karura and the Kenya Forest Service to safeguard Karura Forest. Our efforts, including the Kshs 8.5 million investment in forest fencing, have not only enhanced security but also boosted visitor numbers and increased the forest's revenue from entry charges. This sustained collaboration was exemplified in September 2023 with our sponsorship of the 5th edition of the Friends of Karura Run, engaging over 3,000 participants and further promoting environmental awareness.

Furthermore, we understand the fundamental importance of access to clean water, particularly for vulnerable populations like women and schoolchildren. At Ngara Girls Secondary School, unreliable water supply posed significant challenges to hygiene and sanitation, affecting menstrual hygiene management and overall health. We made a Kshs 7.5 million investment in a borehole and solar-powered water system to ensure sustainable access to clean water for 1,400 students and staff, empowering them to focus on education and agricultural activities.

Looking ahead, together with our stakeholders and partners, we will continue to make a meaningful impact on our environment and communities. As we reflect on this year's accomplishments, I am proud of the steps that we have made this far as we grow in our journey towards sustainable development in Kenya.

Mark Ocitti,
KBL Managing Director

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Message from the SBL Managing Director



Our Sustainability Strategy, anchored in Diageo's 'Spirit of Progress', has allowed us to foster a strong sense of purpose across our organization. It's something we're deeply proud of.



**Championing
Inclusion
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2024
EABL Sustainability Report

I am both honoured and excited to present our 2024 Sustainability Report, reflecting our unwavering commitment to driving inclusive growth and sustainable development. At SBL, our dedication extends beyond environmental stewardship – we actively engage with local communities to foster sustainable livelihoods. Our training programs empower farmers with knowledge of sustainable practices, contributing to climate resilience while promoting resource efficiency and conservation. This holistic approach cements SBL's leadership in advancing Tanzania towards a more sustainable and resilient future.

We firmly believe in the power of inclusion and diversity. We know that fostering an inclusive workplace – where everyone feels valued and empowered – is essential to driving innovation and enabling long-term growth. Our commitment to inclusion and diversity is reflected in all that we do, from the way we operate as a company to the programs we implement within our communities. We recognize that diversity is a strategic advantage, not just an ethical responsibility, and this belief underpins our approach to sustainability.

One of the programs we are especially proud of is our SMASHED campaign, which focuses on addressing the issue of underage drinking. Over the past year, we've reached over 16,000 secondary school students across Dar es Salaam and Tanga, delivering vital messages about responsible drinking habits.

This initiative reflects our commitment to safeguarding the well-being of Tanzania's youth, helping to secure a healthier, more responsible future for the next generation.

Our Kilimo Viwanda Scholarship is another example of our dedication to inclusion and diversity. Since its inception, more than 300 young men and women have benefited, gaining access to quality education and opportunities to become future leaders in agriculture. We believe in the power of education to transform lives and drive long-term sustainability, and this program is a key part of our efforts to strengthen agricultural efficiency and innovation in Tanzania. I am particularly excited to share the stories of some of these remarkable students in this report, as their journeys are truly inspiring.



16,000

Our Kilimo Viwanda Scholarship is another example of our dedication to inclusion and diversity. Since its inception, more than 300 young men and women have benefited, gaining access to quality education and opportunities to become future leaders in agriculture.

300

We continue to nurture future agricultural leaders, with over 300 students benefiting since the program's inception.



By integrating agronomy and agribusiness training with gender and disability inclusion, we are not only supporting local farmers but also promoting greater equity and resilience throughout our supply chain. This project is a perfect example of how sustainability can create lasting, positive change at every level of our operations.

In addition to our education initiatives, we continue to focus on building resilient supply chains that reflect our commitment to inclusion. Our partnership with Sightsavers International on the disability-inclusive sorghum supply chain pilot project exemplifies this holistic approach. By integrating agronomy and agribusiness training with gender and disability inclusion, we are not only supporting local farmers but also promoting greater equity and resilience throughout our supply chain. This project is a perfect example of how sustainability can create lasting, positive change at every level of our operations.

Water conservation and access remain top priorities for SBL. We are acutely aware of the challenges posed by water scarcity and the disproportionate impact it has on vulnerable communities. This year, through our investment in the Kabila Water Supply Project, we've helped bring clean, safe water to 11,000 residents of the Magu District in the Mwanza region. This initiative represents our unwavering commitment to improving the quality of life for those most in need while promoting environmental sustainability through responsible water management practices.

Our Sustainability Strategy, anchored in Diageo's 'Spirit of Progress', has allowed us to foster a strong sense of purpose across our organisation. It's something we're deeply proud of. Our employees are at the heart of these efforts, and we are committed to creating a work environment where everyone feels valued and motivated to contribute. The recognition we received this year – 1st Runner-Up for the Local Content Employer of the Year Award and 2nd Runner-Up for Private Sector Employer of the Year – is a testament to the strong culture of pride, passion, and purpose that we are cultivating.

This achievement reflects the dedication of our people, and it reinforces our belief that sustainability must begin within our own walls.

Looking ahead, I am filled with optimism and confidence as SBL remains committed to advancing sustainable practices and inclusive growth. Together, through collaboration, innovation, and empowerment, we will continue to build a better future – one that enriches lives, strengthens communities, and ensures a sustainable and prosperous Tanzania for generations to come.

Dr. Obinna Anyalebechi,

SBL Managing Director

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Message from the UBL Managing Director



Looking back on our fiscal year, 2024, I am pleased to report that Uganda has had successes in key projects that we are doing in the market, which will further contribute towards conserving our environment and empowering our communities where we live, work, source and sell.



**Championing
Inclusion
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Diversity**

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I am delighted to present Uganda Breweries Limited's – UBL's – contribution to East African Breweries PLC's, EABL's, Annual Sustainability Report for 2024, highlighting our steadfast commitment to sustainability across various initiatives. In the heart of Uganda, UBL stands as a beacon of sustainability and environmental stewardship. This pioneering organisation has integrated sustainable practices into every facet of its operations, from eco-friendly agricultural methods to renewable energy initiatives. UBL is committed to reducing its carbon footprint through innovative solutions such as biomass powered boilers and regenerative agricultural practices that enhance soil health and biodiversity.

Looking back on our fiscal year, 2024, I am pleased to report that Uganda has had successes in key projects that we are undertaking in the market, which will further contribute towards conserving our environment and empowering our communities where we live, work, source and sell.

I am particularly excited about our theme this year, which allows us to amplify our work in championing inclusion and diversity. In our business, the value of inclusion and diversity cannot be overstated. We embrace a diverse workforce that brings together individuals with varied backgrounds, experiences, and perspectives, fostering innovation and creativity in problem-solving.

At UBL, over 60% of our Top Leadership comprises of women, and additionally, across the organisation, women comprise of over 30% of our total staff population.

We have stories to tell related to this year's report theme of 'Championing Inclusion and Diversity'. Highlights on a few outcomes linked to our Society 2030 targets include the following:

This year, we commenced the 2024 Diageo Bar Academy sessions, training 44 key distributors and outlets in Kampala and 450 staff members. This initiative not only elevates industry standards but also nurtures individuals who embody UBL's values and vision. Over 40% of the participants were women.

Through our Learning for Life program, which focuses on business and hospitality skills, we trained 42 beneficiaries. We are confident that the skills they gained will empower them to secure employment or start their own businesses, helping to reduce income inequalities and strengthen the Uganda's hospitality sector.

We leveraged our key consumer experience events and platforms, such as the Uganda Waragi Nyege Nyege Festival, Roast and Rhyme Concert, OBA Festival,



4,800

On the environmental side, in the Teso region, UBL completed the Teso Water Project, delivering ten boreholes that will benefit over 4,800 residents out of whom 50% are women.



This year, we commenced the 2024 Diageo Bar Academy sessions, training 44 key distributors and outlets in Kampala and 450 staff members. This initiative not only elevates industry standards but also nurtures individuals who embody UBL's values and vision. Over 40% of the participants were women.

Pilsner's culture-themed events amongst many others, to actively promote responsible drinking. Through a combination of on-ground "below the line" activations and digital campaigns, we aligned these efforts with our Positive Drinking programs. Our Tokisusa Campaign, launched in partnership with Nation Media Group, provided much needed responsible drinking education during the festive season, demonstrating our dedication to public health and safety.

On the environmental side, in the Teso region, UBL completed the Teso Water Project, delivering ten boreholes that will benefit over 4,800 residents out of whom 50% are women. This project supports Uganda's National Development Plan III by improving access to safe water, enhancing community health, and safety.

Further, we have made significant strides in our effluent treatment. We have successfully improved the Chemical Oxygen Demand (COD) for our effluent, reducing it from 100 to 70 milligrams per liter, reflecting our commitment to sustainable waste management.

We also made notable progress in advancing the circular economy by testing and approving the use of rPET with 40% recycled content. We are also excited about the plans in the pipeline to reuse spirits bottles in F25, further supporting our sustainability goals.

As a result of our efforts this year, we were honoured as the 'Private Sector ESG Champion of the Year' by the Private Sector Foundation Uganda, recognising our ongoing efforts to promote sustainable practices and uplift local communities.

Additionally, Guinness was celebrated as Uganda's Most Admired Brand, reflecting its impact on local talent development and consumer satisfaction.

We have been very busy and looking forward, we are committed to expanding our community initiatives and strengthening environmental stewardship as we continue to embed responsible business practices across our operations. We will also continue to embrace inclusion and diversity covering the aspects of gender and people with disabilities.

I invite you all to delve into our Annual Sustainability Report to discover more about how EABL and the worldclass team at Uganda Breweries Limited, is shaping a sustainable future for Uganda.

Andrew Kilonzo,

UBL Managing Director

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Message from the Group Corporate Relations Director



This year we made the decision to thematically focus on our pillar: 'Championing Inclusion and Diversity' as an opportunity to reflect on our region's rich tapestry of cultures, traditions, and talents.



**Championing
Inclusion
and
Diversity**

2024
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We welcome our audience, to explore our fourth Annual Sustainability Report!

Despite the challenges of the past year, we have continued to respond to the needs of our stakeholders and do our part for the planet by supplying products that deliver quality while minimising our environmental impact. EABL continues to work as a force for good. This report is simply another step in our ongoing journey. In documenting our successes, challenges, and the experiences of our stakeholders, we hope to provide a platform for continuous learning and growth.

This year we made the decision to thematically focus on our pillar: 'Championing Inclusion and Diversity' as an opportunity to reflect on our region's rich tapestry of cultures, traditions, and talents. We are a mosaic of diverse ethnicities, languages, and backgrounds, making inclusivity a natural cornerstone of our societal fabric. By embracing this theme, companies can harness the power of this diversity to drive innovation, creativity, and problem-solving. Ultimately, prioritizing inclusion and diversity aligns with Africa's spirit of unity amidst diversity, promoting sustainable growth, and ensuring businesses are well-equipped to navigate the complexities of our dynamic continent and global markets alike.

In this report you will read more about the work EABL is doing to ensure that everyone feels heard, represented and valued. This is the cornerstone of who we are as a business, and I am eager to share our lessons and experiences with our stakeholders.

In addition, our commitment to sustainability is deeply integrated into our corporate culture, as evidenced by the successful internal Sustainability Week marked in February 2024. This event not only showcased our Sustainability Strategy, 'Spirit of Progress', but also engaged our staff in meaningful ways through training sessions, sustainability showcases, and community partnerships.



800 staff

We trained over 800 staff, on the value of our Sustainability Strategy and the impact that it is having across the regions where we operate.



In this report we, therefore, proudly showcase our ongoing commitment to sustainability and responsible corporate citizenship. From initiatives that protect our environment to projects that empower communities, we invite you to discover how we're making a positive impact in the regions we serve. Together, we're not just creating a better future for our company, but for all stakeholders involved.

We trained over 800 staff on the value of our Sustainability Strategy and the impact that it is having across the regions where we operate.

We have also reviewed our material topics, in our ongoing commitment to transparency and accountability, to ensure that they reflect the evolving priorities of our stakeholders and the broader sustainability landscape. This comprehensive review process has allowed us to identify and prioritize the most relevant environmental, social, and governance issues that impact our business and stakeholders alike. By regularly assessing our material topics, we aim to strengthen our performance against our Sustainability Strategy, 'Spirit of Progress', enhance our decision-making processes, and better align our initiatives with the Sustainable Development Goals (SDGs). We remain dedicated to addressing these material topics with diligence and transparency, driving positive change within our organisation and the communities we serve.

In this report we, therefore, proudly showcase our ongoing commitment to sustainability and responsible corporate citizenship. From initiatives that protect our environment to projects that empower communities, we invite you to discover how we're making a positive impact in the regions we serve. Together, we're not just creating a better future for our company, but for all stakeholders involved.

Join us in celebrating our achievements, learning from our challenges, and envisioning a more sustainable tomorrow. Thank you for your interest and continued support.

Eric Kiniti,

Group Corporate Relations Director

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Our 'Spirit of Progress' Ambition



Our mission is to change the way people drink for the better by engaging, educating and empowering consumers to make informed choices about drinking.



Our mission is to create the most inclusive and diverse environment that ensures all our people thrive, supported by market leading policies and practices; while also removing barriers and having a positive impact on our partners, suppliers & communities.



Our mission is to build a resilient supply chain that helps our communities to adapt to climate change, protects our license to operate and benefits the bottom line of our business.

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Our Report Theme - *Championing Inclusion and Diversity*



Firmly Establishing
the Case for Inclusion
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In the ever-evolving landscape of corporate sustainability; inclusion and diversity have emerged as critical pillars that not only drive ethical practices but also enhance organisational performance and innovation.

Diversity in the workforce leads to broader viewpoints, fostering creativity and resilience. Furthermore, global movements advocating for social justice and equity have placed significant pressure on companies to adopt inclusive practices, making it essential for businesses to align their operations with these values to maintain relevance and competitiveness in today's market.

Recent trends in inclusion and diversity highlight a more strategic and data-driven approach to fostering an inclusive workplace. Companies are increasingly leveraging advanced analytics to identify gaps in representation and measure the impact of diversity initiatives. This trend towards data-centric

strategies is complemented by a growing emphasis on intersectionality, ensuring that diversity efforts address multiple dimensions such as race, gender, age, and disability. Additionally, there is a notable rise in employee resource groups (ERGs) and diversity councils, which empower employees to advocate for inclusivity and drive grassroots change within their organisations. These emerging trends indicate a shift from superficial diversity measures to more comprehensive, systemic approaches that aim to create lasting cultural transformation.

At EABL, Sustainability is at the core of everything we do, ensuring that we continuously add value. It is a strategic asset that fosters long-term financial and non-financial value creation. By prioritising sustainable practices, we ensure the enduring success and resilience of our business. Each year, we spotlight one of our material topics to demonstrate our efforts in creating value for our business through that focus.



This year, **"Championing Inclusion and Diversity"** is the theme of our sustainability report. It is anchored on the second pillar our Sustainability Strategy, 'Spirit of Progress', underscoring the value of an inclusive environment where diverse perspectives are valued as critical to our business strategy and value creation model.

What is Inclusion and Diversity?

Diversity encompasses any dimension that differentiates groups and individuals from one another. It is about empowering individuals by respecting and valuing their unique attributes. Inclusion, on the other hand, involves organisational efforts and practices that ensure different groups or individuals from varied backgrounds are accepted and welcomed.

What does it mean?



An analogy by Verna Meyers, VP Inclusion Strategy, Netflix



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Why Inclusion and Diversity is Important for Africa:

Inclusion and diversity face significant challenges across Africa, impacting economic growth and social development. Some of the key issues include:

1 Gender Inequality:

According to AfDB's Africa Gender Index Report (2019), women account for over 50% of Africa's population but as of 2018, they only generated 33% of the continent's GDP. This disparity compromises long-term economic health and highlights stalled progress toward gender equality, a critical sustainable development goal. The same report highlights some of the following statistics:

Unequal Land Rights

Women have less access to credit than men, primarily due to a lack of assets for collateral. The gender gap in access to credit is **73.4%**, and in land ownership, it is **22.9%**. This limits women's ability to invest in agriculture, where they constitute **70%** of the workforce. Legal land ownership by women is extremely low in many countries, with figures as low as **5%** in Kenya.

Leadership and Decision-Making

Senior decision-making roles remain dominated by men. The gender gap for managers, professionals, and technicians is **41.4%**, and women hold only **25.3%** of parliamentary seats and **22.9%** of top managerial positions. Diverse leadership is crucial as it fosters legislation and corporate policies that promote gender equality and better financial performance.

Vulnerable Employment

The gender gap in vulnerable employment is **70.7%**, with young women more likely than men to be in informal, low-paid, and precarious jobs. Addressing traditional gender roles, providing affordable childcare, and investing in infrastructure are essential to improve women's access to formal employment.

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2 Social Inequality

Poverty and Rural Challenges

Extreme poverty persists in East Africa, with three out of four people living in rural areas. Over half of these rural inhabitants live on less than **\$1.90** per day, relying heavily on smallholder farming. Women in rural areas are particularly affected by poverty and have less access to basic infrastructure and public services, including water, electricity, healthcare, and education.

Youth Inclusion

Africa boasts the youngest population globally, with **70%** of sub-Saharan Africa under the age of 30. This youthful demographic presents a significant growth opportunity for the continent, provided that the new generations are fully empowered to reach their full potential. It is crucial to include young people in decision-making processes and to provide them with suitable opportunities for employment and innovation.

Climate Change Impacts

Climate change exacerbates poverty, disproportionately affecting women due to their roles in fetching water and fuel. Reduced rainfall and longer dry periods increase their workload, further entrenching gender inequalities.

Addressing these challenges is critical for fostering inclusion and diversity, which in turn can drive sustainable economic growth and social progress in Africa. At the same time, Inclusion and Diversity presents significant benefits and opportunities for our organisation and society at large. By embracing diverse perspectives and fostering an inclusive environment, we unlock numerous advantages:

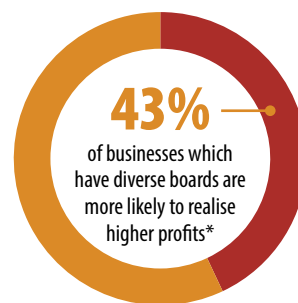
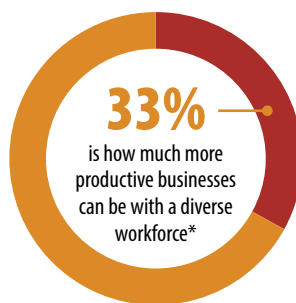
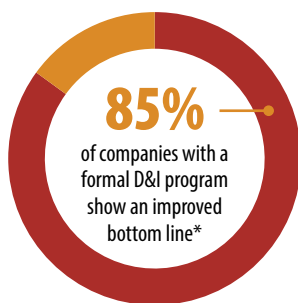


Economic Potential of Women's Equality:

Advancing women's equality could add

\$316 billion (10% of GDP)

to Africa's economy by 2025. This requires countries to emulate the progress of the most gender-equal nation in their region (AfDB, 2019).



*Sources: McKinsey & Company, PwC

Benefits of D&I



Increases Productivity



Attracts Talent



Expands Innovation



Builds Reputation



Reduces Turnover

Inclusion and Diversity is a Priority to our Markets:

Inclusion and diversity are top priorities in the markets where we operate—Kenya, Tanzania, and Uganda. It is important that we continually align our policies and practices with the national frameworks and regulations to foster an inclusive and equitable environment. The Constitutions of all three countries clearly prohibit discrimination and uphold the principle of equality before the law, regardless of sex, race, color, ethnicity, tribe, religion, political belief, or social or economic standing. In addition, our markets have distinct policies that we seek to support including:



Kenya:



National Policy on Gender and Development (NPGD), 2000.



National Gender and Equality Commission Act 2011.



Tanzania:



Rights of Persons with Disabilities Act, 2010.



National Economic Empowerment Policy of 2004.



National Strategy for Gender Development of 2005.



Uganda:



Uganda Gender Policy 2007.
The National Equal Opportunities Policy (2006)

The Persons with Disabilities Act (2020)
The Domestic Violence Act (2010)

As partners in driving the national development agenda, we are committed to supporting and advancing these policies to create a more inclusive and diverse workplace and society as highlighted through our various initiatives in this report.



The Constitutions of all three countries clearly prohibit discrimination and uphold the principle of equality before the law, regardless of sex, race, color, ethnicity, tribe, religion, political belief, or social or economic standing.



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Our Material Topics and How We Identify Them

Businesses like ours, face ever-increasing demands from consumers, politicians, regulators, investors, and others to create societal value that goes far beyond simply producing products, employing staff, and rewarding shareholders. They are called upon to address societal challenges, reduce inequalities, and contribute to the communities in which they operate. As a result, businesses are increasingly trusted to play their part in resolving the issues faced by the society they are a part of. As a leader in our industry, we embrace this shift. We are committed to leveraging innovative processes, the green transition and associated technologies to tackle some of the region's most pressing challenges.

Understanding the impact of our actions is integral to our strategic thinking. We see this as essential not only for our continued success as a business but also to ensure we positively impact society. We review our material topics through a detailed assessment every three years to identify which Environmental, Social, and Governance (ESG) topics are most important to our internal and external stakeholders. These assessments help us understand how our ESG impacts are perceived along our value chain and how they translate into both opportunities and risks for our company today and in the future. Materiality assessments also help us build trust with key stakeholders by facilitating a dialogue that ensures their views and priorities are considered and reflected in our strategy.



Materiality is the principle of defining the social and environmental topics that matter most to your business and stakeholders. According to the Global Reporting Initiative (GRI), materiality refers to "those topics that have a direct or indirect impact on an organisation's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large".

¹GRI G4 Guidelines

Nothing remains static in our world. What is relevant and pressing today may no longer be an issue in the future. In contrast, what seems unimportant today may be business-critical in the months or years ahead. We therefore need to view our analysis as a constantly evolving process, rather than a one-off exercise, and examine a series of possible future scenarios. The materiality process allows us to ensure that we prioritise the issues that have the most impact on the economy, society and the environment, and that most influence the decision making of our stakeholders.



The materiality process, therefore, allows us to ensure that we prioritise the issues that have the most impact on the economy, society and the environment, and that most influence the decision making of our stakeholders.

Double Materiality and Why We Measure it

A changing climate has implications across our end-to-end operations. It can affect crops like barley, sorghum and wheat, and natural resources like water that we rely on to make our products.

It can cause disruption to our manufacturing sites and supply chain through extreme weather. It can drive up our costs of production as policies, and regulations seek to put a higher price on carbon, and it can affect the communities where we live, work, source and sell by threatening their livelihoods. But there are also opportunities that arise from making our operations and products more sustainable.



The practice of 'double materiality' allows us to account for both the risks and opportunities that arise in a deliberate way. It looks at how various sustainability related issues affect our business, and how our operations and activities affect the environment and society at large.

As part of our materiality review process, we considered the financial impact of sustainability related issues, specifically climate change, on EABL in addition to the impact of our activities on society and the environment.

How We Measure Our Material Topics

EABL takes a systematic approach to materiality to enable us assess both our stakeholders' views on the impacts we make on society and the environment, and the potential effect of outside events on our business. Measuring these helps EABL identify potential vulnerabilities that could affect its ability to deliver on its strategic goals, while also enabling the company to manage its impacts and be more aware of how it is perceived by stakeholders. Our materiality assessment follows a multi-step process that leverages on both quantitative and qualitative data, including desk research, stakeholder identification, in-depth interviews and a problem solving learning and collaboration space.

Method	Activities	Key Questions
Document Review 	<ul style="list-style-type: none"> Gather a comprehensive set of documents that provide insights into the organisation's activities, strategies, risks, performance, and stakeholder engagements. Peer review – benchmarking. Review key developments in existing material topics. 	<ul style="list-style-type: none"> Are we capturing trends/new opportunities? Emerging risks?
Key Informant Interviews 	<ul style="list-style-type: none"> Consideration of factors such as the significance of the issue to the organisation's operations and stakeholders, the magnitude of its impact, the level of stakeholder concern. Consideration of potential risks and opportunities associated with it. Consideration of performance. 	<ul style="list-style-type: none"> Are our current activities/projects mutually exclusive, collectively exhaustive? What are some of the key learnings? What could we be doing better and what support is needed to get there?
Stakeholder Workshops – Learning and Collaboration Space 	<ul style="list-style-type: none"> Participative – action oriented. Identify opportunities to strengthen material topic coverage. Identify new partnership opportunities. Recommend new/ update risk management frameworks. Update stakeholder mapping. 	<ul style="list-style-type: none"> What could we be doing better and what support is needed to get there? What are some of the key learnings? What does a clear action plan look like? What does a clear stakeholder map look like?

We measure double materiality through a combination of a climate change risk assessment², stakeholder engagement, review of regulatory requirements, and industry standards. This approach helps us identify areas where we can create the most significant positive impact while mitigating potential risks. We then plot our results on a double materiality matrix that allows us to identify and address potential risks and opportunities from ESG factors proactively. This proactive approach is also important in maintaining compliance with evolving regulations.

²For the moment, this assessment is spearheaded by Diageo at global level.

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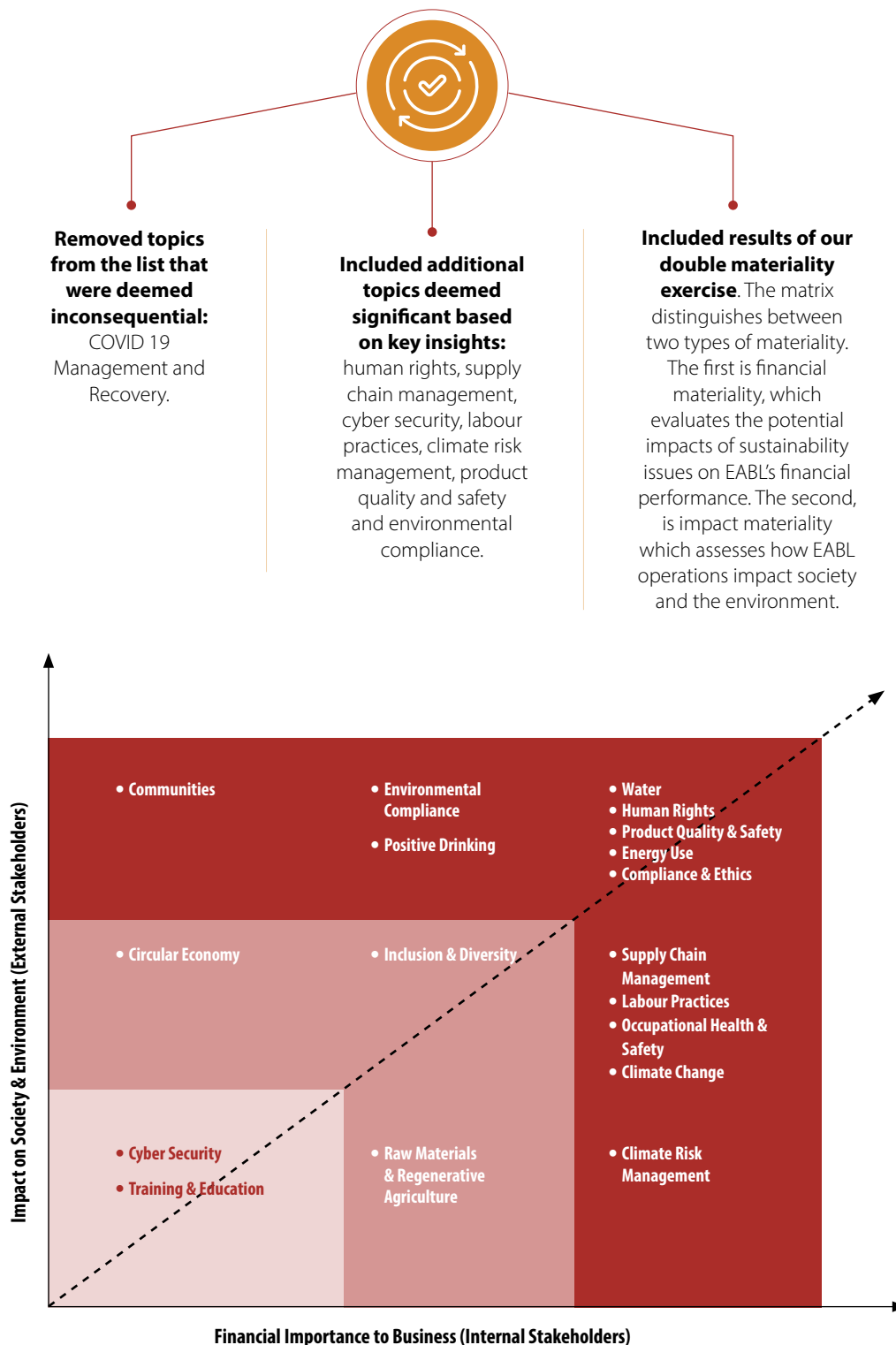
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Materiality Workshops



EABL Double Materiality Matrix

As a result of our materiality assessment review, we updated our materiality matrix with the following key changes:



2024 EABL Materiality Matrix

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Management of our Material Topics

We describe our management of material topics in detail, alongside the relevant indicators identified in measuring performance against 'Spirit of Progress', including emissions on page 131 detailing our F24 performance. We include the management approach and evaluation of our additional material topics under the 'Doing Business the Right Way' section. This includes economic performance, supply chain management, human rights, labour / management relations, occupational health and safety, cyber security (including customer privacy), training and education.

Effectively managing our material topics involves a systematic and proactive approach that integrates sustainability considerations into our overall strategy, operations, and decision-making processes.

Here are some key elements to show how we manage our material topics:

- 
1 Identification and Prioritisation: we conduct a thorough assessment process every three years to identify and understand the material topics relevant to our business and our stakeholders.
- 
2 Stakeholder Engagement: we prioritise meaningful stakeholder engagement. This allows us to gain insights, build trust and ensure that our sustainability initiatives address the needs and interests of our multiple stakeholders - internal and external.
- 
3 Strategy and Decision Making: we review our identified material topics internally, and we integrate sustainability considerations into our overall strategy, governance structure and decision-making process.
- 
4 Performance Measurement and Reporting: we ensure that our material topics are embedded within our robust systems for measuring, monitoring and reporting. Where necessary, we establish frameworks and key performance indicators to cover additional topics.
- 
5 Improvement & Innovation: we review our material topics consistently, and ensure that we are updating our understanding of their coverage across the organisation. We identify and include opportunities to respond to emerging risks and stakeholder expectations as part of our decision-making framework.

However, ESG strategy and reporting is a fast-moving area, and we regularly assess our strategy in the context of successes and challenges, changes in the reporting landscape and feedback from our stakeholders. All companies are dealing with uncertainty in meeting ESG-related ambitions, and we are no different. We focus on external factors we can influence, however there remain many external factors which we can't control. As a result, our roadmaps to delivery on our targets remain subject to uncertainty across most areas.

Therefore, in fiscal 24, we have reconsidered the underlying targets in our three priority areas of Promote Positive Drinking, Champion Inclusion and Diversity and Pioneer Grain to Glass Sustainability. Our objective has been to direct our resources towards those areas where our learning and engagements with stakeholders tell us we have the best opportunity to mitigate the highest risks and deliver the highest impact.

Our Sustainability Report sets out our progress against our twelve priority performance targets where we believe we can make the biggest impact, across Promote Positive Drinking, Champion Inclusion and Diversity and Pioneer Grain to Glass Sustainability. We believe the selected performance targets also address our highest risks and as a result, we will be directing a higher proportion of our resources to these priorities to accelerate action, maintain momentum and refocus our efforts.



Our Sustainability Report sets out our progress against our twelve priority performance targets where we believe we can make the biggest impact, across Promote Positive Drinking, Champion Inclusion and Diversity and Pioneer Grain to Glass Sustainability.



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Putting positive societal impact at the heart of our business strategy



'Spirit of Progress' is our environmental, social and governance (ESG) action plan designed to address the most material issues facing our company, brands, suppliers and communities. Its ambitions are embedded in our business strategy, and it aims to make a positive impact on people and the planet everywhere we live, work, source and sell.

At the heart of "Spirit of Progress" are three priorities:



Promote Positive Drinking – changing the way the world drinks for the better, through promoting moderation and addressing the harmful use of alcohol.



Champion Inclusion and Diversity – creating an environment where everyone contributes to a better business.



Pioneer Grain to Glass Sustainability – preserving the natural resources we all depend on.

These priorities are anchored on **'Doing Business the Right Way'**, which is a governance pillar that underpins everything that we do as a business.

Our plan includes various ambitious targets aligned to the United Nations' Sustainable Development Goals and for each target, we have designed a series of distinct key performance indicators to ensure that our progress against 'Spirit of Progress' is justifiably measured, evaluated and reported.



Our plan includes various ambitious targets aligned to the United Nations' Sustainable Development Goals and for each target, we have designed a series of distinct key performance indicators to ensure that our progress against 'Spirit of Progress' is justifiably measured, evaluated and reported.



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Spirit of Progress Commitments



SPIRIT OF PROGRESS is EABL's ongoing strategic action plan to help create a more inclusive and sustainable world. Building on the legacy of our founders to create a positive impact in our company, with our communities and for society. It is how we will continue to celebrate life, every day, everywhere.



WE WANT TO CHANGE THE WAY THE WORLD DRINKS FOR THE BETTER

by celebrating moderation and continuing to address alcohol related harm expanding our programs that tackle underage drinking, drink driving and binge drinking.

BY 2030



Change attitudes towards drink driving of



EDUCATE

young people, parents and teachers **on the dangers of drinking underage**

REACH

the world with a targeted **message of moderation**



WE BELIEVE THE MOST INCLUSIVE AND DIVERSE CULTURE makes for a better business and a better world so we will champion inclusion and diversity across our business, with our partners and communities, to celebrate diversity and help shape a tolerant society.

BY 2030



Championing gender diversity with an ambition to achieve

50%

representation of **women in leadership roles**



Championing ethnic diversity with an ambition to **increase representation** of leaders from **ethnically diverse** backgrounds to

45%

We will support a thriving and inclusive hospitality sector

LEARNING FOR LIFE™
DIAGEO

Providing skills and resources

Improving **employability and livelihoods** through Learning for Life and other skills initiatives



through the **DIAGEO BAR ACADEMY**



WATER IS THE BASIS OF LIFE AND OUR PRECIOUS RESOURCE. By 2030, every drink we make will use 30% less water than today and by 2026 we will replenish more water than we use in all our water stressed areas.



THE PLANET NEEDS SIGNIFICANT SCIENCE-BASED ACTION TO CREATE A SUSTAINABLE LOW CARBON FUTURE. So, we commit to decarbonizing our own operations and to partner with our suppliers to halve the carbon in our supply chain.




WE ALL HAVE A RESPONSIBILITY TO RESTORE THE NATURAL WORLD ON WHICH LIFE DEPENDS. We'll do our bit by eliminating waste from our value chain, collaborating with farmers to regenerate landscapes, and creating innovative solutions to grow sustainably.

150+
community
water projects



By 2026
we will **replenish**
more water than we
use in all our
water-stressed areas



POWERED BY 
100%
Renewable Energy

We will partner with our
suppliers to **halve the**
carbon in our supply chain



We are providing all
our local sourcing
communities with
agricultural skills and
resources, supporting

150,000
SMALLHOLDER FARMERS



Increase the average recycled
content in our plastic bottles

 to
35%



**WE BELIEVE DOING BUSINESS THE RIGHT WAY
CONTRIBUTES TO A FAIR AND JUST SOCIETY.**



All our people are treated
fairly and with **respect**
ensuring no one compromises on their
values, and **everyone goes home safe and**
healthy, every day, everywhere



In 2014, we signed the **UN**
Guiding Principles
on Business and Human Rights committing to
embed a **respect for human rights into**
everyone's working day



We work with **peers and**
trade associations
to take collective action to bring about
peace and justice and build the strong
institutions we all need to thrive

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Over the past four years, our sustainability reporting has evolved, showcasing the meaningful strides we've made in integrating environmental, social, and governance (ESG) principles into our business operations.

In this report, we present our approach and performance on topics most material to our business and stakeholders. Through expert voices, stakeholder testimonials and performance data, EABL is committed to providing an accurate, timely and reliable analysis of our performance against Society 2030 – 'Spirit of Progress'.

Our ambition is to be one of the best performing, most trusted and respected consumer products companies in the world. To achieve this ambition, we need to make sure we are doing business the right way, from grain to glass. This means thinking about the long-term value and impacts we create, and the risks and opportunities of our operating environment and business model.

We aim to be the best that we can be at work, at home and in the community. We are passionate about our

high-quality brands to suit every consumer occasion and economic level, and the role they play in celebrating life.

At the core of our approach is a commitment to serving the communities in which we operate by ensuring alcohol continues to play a positive role in society as part of a balanced lifestyle: doing so is good for consumers and good for business. We believe that our responsibility and influence extend beyond our direct operations. Our 'Spirit of Progress' Environmental, Social and Governance action plan sets ambitious goals that support our commitment to shaping a more sustainable and inclusive business and society. We take great care in building sustainable supply chains; in protecting the environment and the natural resources we all rely on; and in our commitment to skills development, empowerment, inclusion and diversity.

Reporting transparently on Environmental, Social and Governance (ESG) issues plays a vital role in delivering our strategy. It helps us to manage ESG risks, seize opportunities and promote sustainable development everywhere we live, work, source and sell.

We provide comprehensive and comparable disclosures for a broad range of stakeholders on our ESG progress through:



Our Integrated Annual Report with an entire section dedicated to progress against our ESG Strategy – 'Spirit of Progress'.



We publish our annual Sustainability Report detailing progress on specific key performance indicators on 'Spirit of Progress'.



We contribute to submission of non-financial information through our parent company Diageo to benchmarking and index organisations throughout the year, including those listed on the next page.



We track sustainability performance internally on a monthly and quarterly basis. We have developed an integrated reporting system that consolidates cross-functional non-financial performance data at market levels, which gives senior internal stakeholders a clear view of our performance. Our aim is to enable early action to amplify opportunities and address risks, ensuring we stay on track to deliver our 'Spirit of Progress' strategy.

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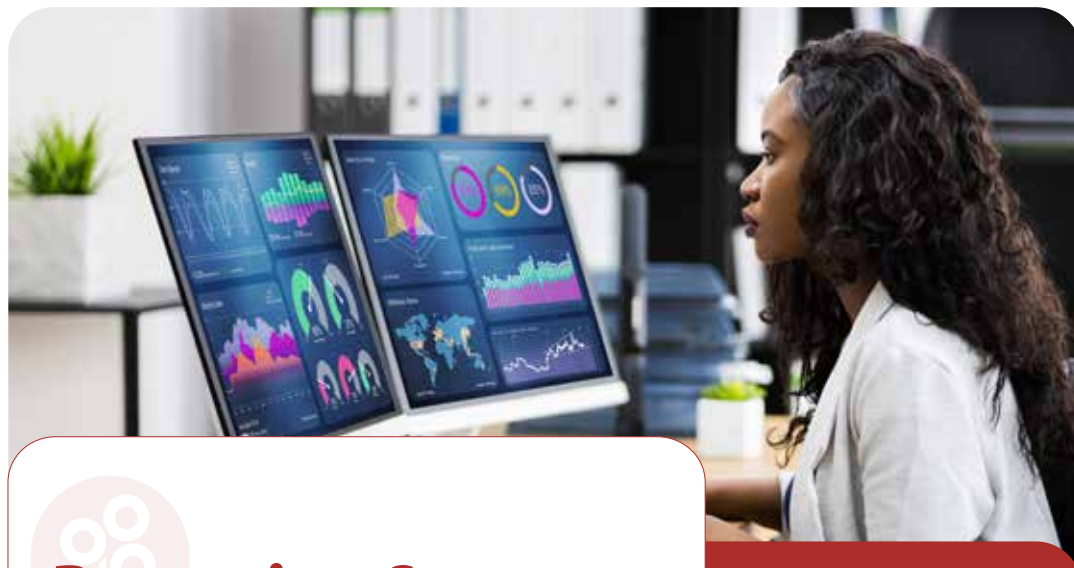
Our Independence and Quality Control

EABL is committed to maintaining the highest standards of accuracy, transparency, and accountability in all aspects of our reporting. Our rigorous internal assurance process is designed to ensure the reliability and integrity of the information we disclose. This process includes stringent internal reviews and data validation protocols that help us evidence our performance and identify areas for continuous improvement.

In addition to our internal assurance efforts, Diageo currently engages independent auditors to conduct assurance on selected non-financial data. This process

involves the sampling of key data sets, of which EABL is a contributor.

Looking ahead, we are exploring the expansion of our independent assurance processes. We are committed to commissioning our own independent assurance reviews, with plans to broaden the scope of future assessments to cover additional elements of this report. These steps will further strengthen the robustness of our internal controls and support the continued trust and confidence of our stakeholders in our sustainability reporting.



Reporting Systems:

There are three main systems used for collection, validation and analysis of reported data.



Health and Safety and Human Resources Data: reported at site level using our global information management systems.



Environmental Data: we collect data on key measures of environmental performance every year. This is collated and analysed using a web-based environmental management system.



Denominator for efficiency indicators: to calculate efficiency ratios, we use litres of packaged product as the standard measure for comparison, because this measures the environmental impact associated with the production of our products. This is measured by site and aggregated at group level.

Reporting Boundaries

Baseline year:



Our baseline year set as the financial year ended 30 June 2020, applies to all of our 'Spirit of Progress' targets. The baseline data is used as the basis for calculating progress against our targets.



Reporting methodologies are reviewed and updated each year by leadership teams at different platforms.



Our reporting covers the operations of EABL in the financial year ended 30 June 2024. Dates refer to financial years unless otherwise stated. The boundaries for all data disclosed in the Annual Report and this Sustainability Report include the results of the company.



The reporting scope depends to a significant extent on the nature of each indicator, and we have explained exceptions and limitations of each indicator in this report.

We have continued to develop our approach to reporting, and report as fully as we can on our most material issues. We have reported on as many standards as possible, against the priorities set by our ESG materiality review. We continue to report against the most recent versions of the GRI Standards, staying true to our philosophy of reporting in a transparent manner to global standards of good practice on a range of economic, environmental and social impacts.

Future of our Sustainability Reporting: Adopting IFRS S1 and S2

As part of our ongoing commitment to enhancing transparency and sustainability in our reporting practices, we are pleased to announce our strategic integration of IFRS S1 and IFRS S2 into our future financial disclosures. IFRS S1, which addresses general sustainability-related disclosure requirements, and IFRS S2, which focuses on climate-related disclosures, represent significant milestones in aligning financial reporting with global best practices and stakeholder expectations. These standards will not only fortify our approach to sustainability but also provide a clearer and more comprehensive view of our environmental and social impacts.

Our goal is to begin incorporating IFRS S1 and IFRS S2 disclosures in our reporting cycle starting from 2025, with full alignment anticipated by 2027. Our teams are actively working to ensure a seamless transition,

including updating our reporting systems, training staff, and engaging with external advisors to support this integration.

By embracing IFRS S1 and IFRS S2, we reaffirm our dedication to responsible business practices and our role in advancing global sustainability goals. We look forward to sharing our progress and demonstrating the positive impacts of our enhanced reporting framework.



Our teams are actively working to ensure a seamless transition, including updating our reporting systems, training staff, and engaging with external advisors to support this integration.

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How we have complied with the GRI Standards

GRI

This report has been prepared in accordance with the GRI 2021 Standards. The material in this report references the following disclosures:



Foundation

GRI 1-1 to 1-8 from GRI 1: Foundation 2021



General

GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021



Material Topics

GRI 3-1 to 3-3 from GRI 3: Material Topics 2021



Economic

GRI 201-01 to 201-04 from GRI 201: Economic Performance 2016

GRI 205-01 to 205-03 from GRI 205: Anti-corruption 2016

GRI 207-01 to 207-04 from GRI 207: Tax 2019



Environmental

GRI 305-01 to 305-07 from GRI 305: Emissions 2016

GRI 308-01 to 308-02 from GRI 308: Supplier Environmental Assessment 2016



Social

GRI 412-01 to 412-03 from GRI 412: Human Rights Assessment 2016

GRI 403-01 to 403-10 from GRI 403: Occupational Health and Safety 2018

GRI 404-01 to 404-03 from GRI 404: Training and Education 2016

GRI 405-01 to 405-02 from GRI 405: Diversity and Equal Opportunity 2016

GRI 402-01 from GRI 402: Labour/Management Relations 2016

GRI 418-01 from GRI 418: Customer Privacy 2016



Translating our 'Spirit of Progress' plan to GRI



In addition to informing our strategy, our materiality assessment guides our reporting and has helped us determine which issues will be most informative for our stakeholders. We are responsive to the Nairobi Securities Exchange (NSE) ESG Disclosures Guidance Manual (2021) and we are also including an NSE content index, to show how we have adopted the NSE ESG Manual mandatory disclosures.

The following table maps our activities and programmes against the GRI Standards as well as the NSE ESG Disclosures Guidance Manual 2021.

How we have adopted the Nairobi Securities Exchange (NSE) ESG Guidance Manual

General

NSE mandatory topics	EABL Coverage
Governance	<ul style="list-style-type: none"> • GRI 1-1 to 1-8 from GRI 1: Foundation 2021 • Reporting Principles (Annex) • GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021 • Approach to Reporting • Governance • Material Topics
Environmental and social risk management	<ul style="list-style-type: none"> • Pioneer Grain to Glass Sustainability • Promote Positive Drinking
Stakeholder engagement	<ul style="list-style-type: none"> • GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021 • Stakeholder Engagement
Regulatory compliance	<ul style="list-style-type: none"> • GRI 1-1 to 1-8 from GRI 1: Foundation 2021 • GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021 • EABL Annual Integrated Report

Economic

NSE mandatory topics	EABL Coverage
Economic Performance	<ul style="list-style-type: none"> • Doing Business the Right Way • GRI 201-01 to 201-04 from GRI 201: Economic Performance 2016 • EABL Annual Integrated Report
Taxes	<ul style="list-style-type: none"> • Doing Business the Right Way • GRI 207-01 to 207-04 from GRI 207: Tax 2019 • EABL Annual Integrated Report
Anti-corruption	<ul style="list-style-type: none"> • Doing Business the Right Way • GRI 205-01 to 205-03 from GRI 205: Anti-corruption 2016 • EABL Annual Integrated Report

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Social

NSE mandatory topics	EABL Coverage
Human Rights	<ul style="list-style-type: none"> Doing Business the Right Way GRI 412-01 to 412-03 from GRI 412: Human Rights Assessment 2016
Labour and Working Conditions	<ul style="list-style-type: none"> Doing Business the Right Way GRI 402-01 from GRI 402: Labour/Management Relations 2016
Occupational Health and Safety	<ul style="list-style-type: none"> Doing Business the Right Way GRI 403-01 to 403-10 from GRI 403: Occupational Health and Safety 2018
Training and Education	<ul style="list-style-type: none"> Doing Business the Right Way GRI 404-01 to 404-03 from GRI 404: Training and Education 2016



Environmental

NSE mandatory topics	EABL Coverage
Environmental Compliance	<ul style="list-style-type: none"> Pioneer Grain to Glass Sustainability
Emissions (Carbon Footprint Assessment)	<ul style="list-style-type: none"> Pioneer Grain to Glass Sustainability GRI 305-01 to 305-07 from GRI 305: Emissions 2016





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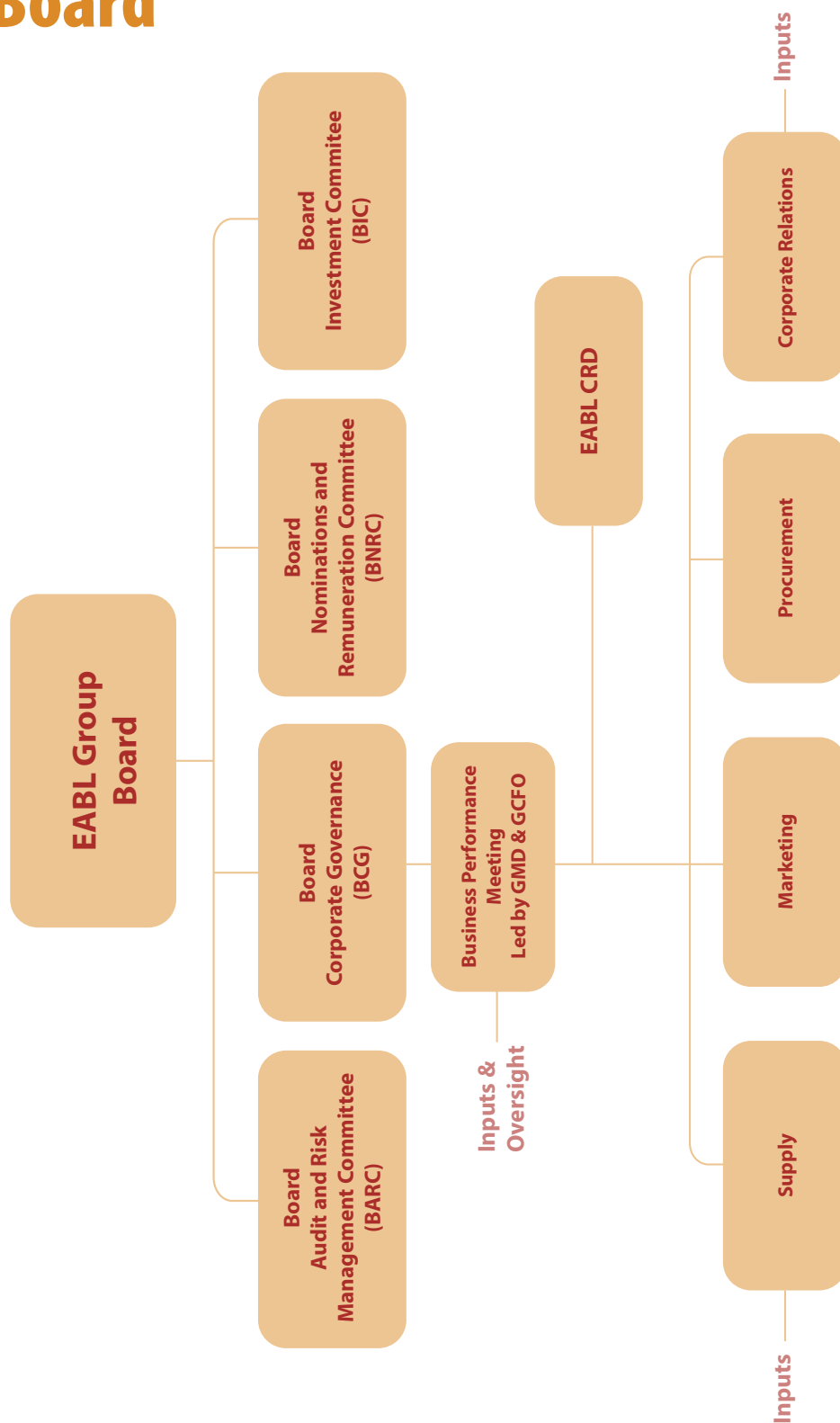
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The Board and its Role on Sustainability

Board



Ensuring a high level of awareness: The Role of The Board in Sustainability



A. Documentation of the Board's Role in Sustainability

- The Board Charter provides for the Board's responsibility in making decisions and in reviewing and approving decisions of the Company in relation to corporate social responsibility and sustainability, ethics, and environmental stewardship.
- The Kenya Companies Act under Section 655 (4) requires company directors to review environmental matters, and social and community issues that may affect the future development, performance, and position of the company.
- The Code of Corporate Governance Practices for Issuers of Securities to the Public, 2015 requires the Board to put in place ESG frameworks and proposes public disclosure of ESG performance in annual reports.

B. Specific responsibilities of Board Committees on Sustainability

The Board has four principal Board Committees to which it has delegated certain responsibilities. Each Committee has its own terms of reference. These are regularly reviewed and updated where necessary. Following each Committee meeting, the Chair of each Committee provides a full briefing to the Board, including on decisions made and key matters discussed. As ESG is so broad, oversight responsibilities may be split across committees, for example:



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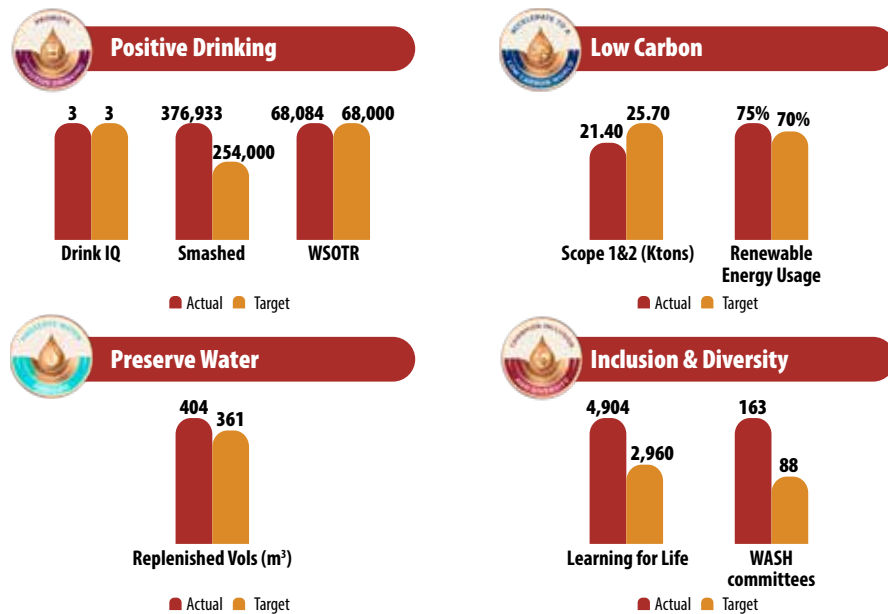
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Board Reporting and coverage of Sustainability

ESG Dashboard: Great Delivery Against F24 Targets



The Management and its Role on Sustainability



Mandated to facilitate the integration of sustainability into our business strategy and support the integration of ESG factors into our risk management. It is tasked with recommending to the Group CEO a long-term plan for fully integrating sustainability into our business strategy and ensuring appropriate implementation to achieve Group level targets.



Measurement and evaluation of deliverable targets and spend at monthly Business Performance Review Meetings.

Execution by the Sustainability Team

- To ensure that sustainability is integrated into all business areas and Group functions, EABL has a Sustainability Team across its three markets.
- The team is part of the organisation's key meetings and forums to ensure that sustainability matters are considered at our operations. The members have also been instrumental in driving key sustainability projects, in partnership with other staff members. Examples include Project Rudisha, geared towards reusing our Spirits bottles, as well as the RISE program, which is focused on enhancing procurement of our products and services from diverse suppliers.
- Also important is the role the Sustainability Team has played in creating awareness and education on the organisation's Sustainability Strategy to staff across the organisation. Through a unique program dubbed the Annual Sustainability Week, currently running at KBL, the team reached over 800 staff members through training sessions, sustainability showcases, and a staff get-together hinged on the Sustainability theme.
- Additionally, the team, across the region, has been instrumental in ensuring that partnerships for sustainability initiatives are well nurtured and are effective to enable the realisation of the annual targets, whilst complying with the requirements and guidelines of 'Doing Business the Right Way'.

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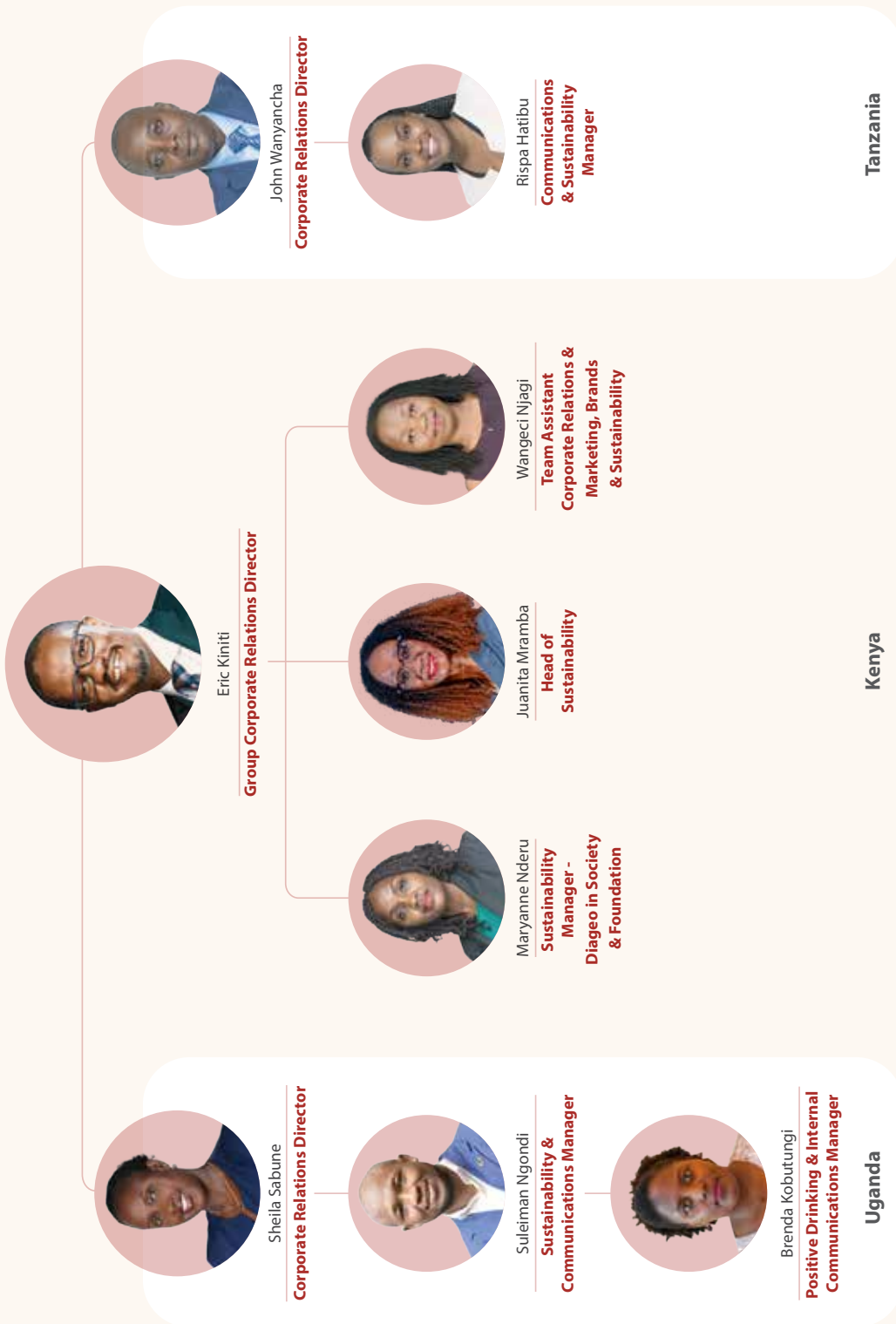
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Sustainability Team Structure



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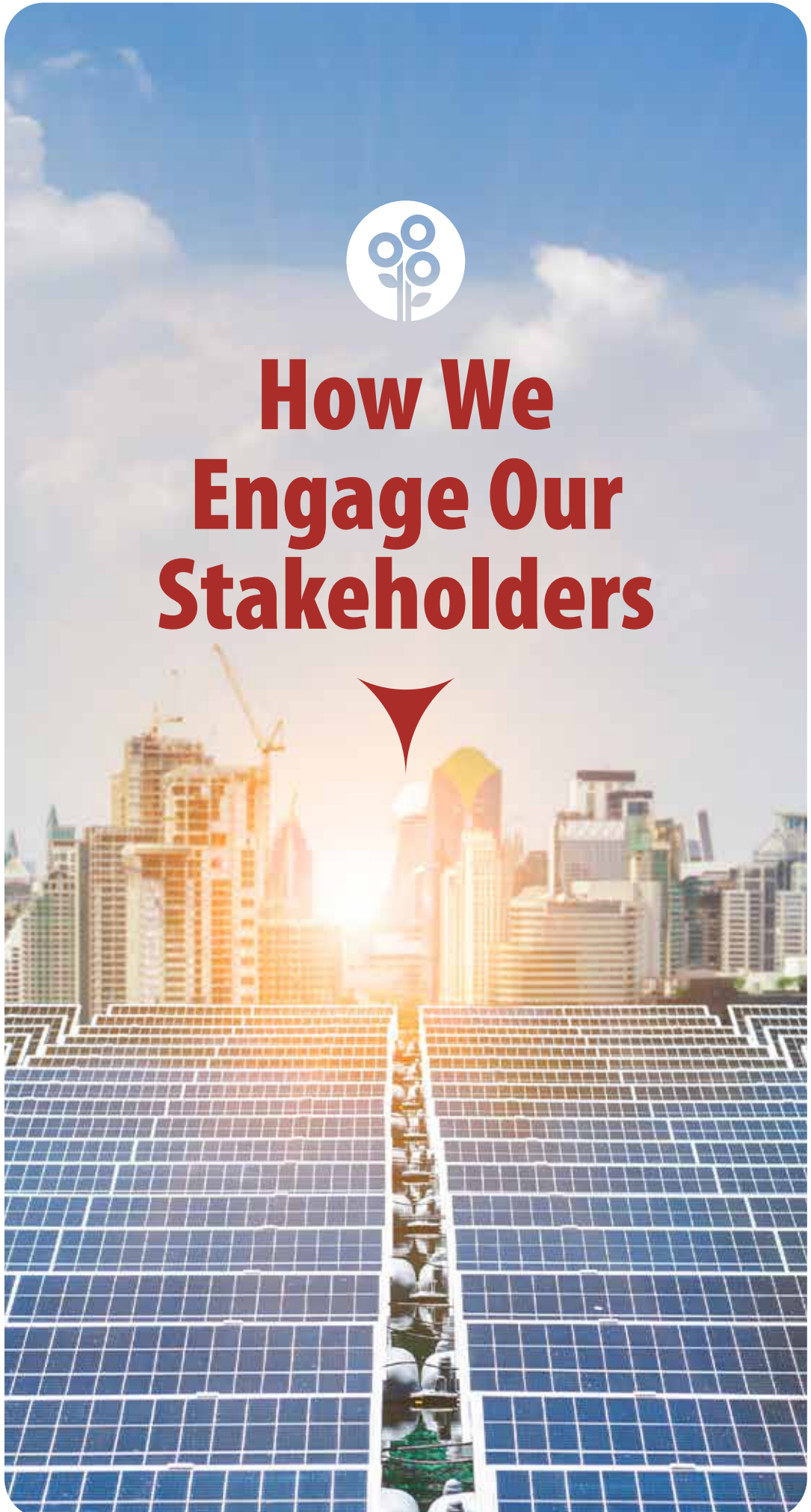
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How We Engage Our Stakeholders










At EABL we recognise that our success is intrinsically linked to the relationships we forge with our stakeholders. For us, everyone who is affected by our business, and everyone who affects it, is a stakeholder. Our stakeholders range from employees to investors to corporate partners, and from consumers to communities, farmers and governments.

Throughout the past year, we have continued to place a significant emphasis on strengthening our stakeholder relations. We have taken proactive measures to deepen our engagement, broaden our reach, and ensure that

the voices of our stakeholders are heard and considered in our decision-making processes. In doing so, we have fostered a culture of collaboration, transparency, and shared responsibility.

We actively engage stakeholders at both local and global levels. At a local level, employees across our business engage their colleagues, local government, customers, media and community groups on issues of immediate concern to them. At a global level, we talk to investors, customers, suppliers and multinational organisations such as United Nations agencies and NGOs.

The table below sets out each stakeholder group and gives examples of how we currently engage them on all issues, including on sustainability related concerns.

Stakeholder group	Means of Engagement
Investors 	<ul style="list-style-type: none"> • Annual Report • Formal annual general meetings • Meetings between investors, senior leadership, and investor relations teams • Conversations between investors, sustainability and responsibility teams, and investor relations teams • Online communications
Employees 	<ul style="list-style-type: none"> • Employee policies, processes and guidelines • Employee 'Your Voice' Survey • Team meetings • Employee intranet/newsletters • Forums • Special society/environmental events, e.g. Employee Volunteering • Our Sustainability week
Consumers 	<ul style="list-style-type: none"> • Consumer carelines • Formal market research • Brand and corporate websites • Social media • Product information on packaging
Government/regulators 	<ul style="list-style-type: none"> • Briefings and direct meetings • Multi-stakeholder forums, events and conferences • Long-term partnerships • Public policy discussions and working groups
Local community organisations and NGOs 	<ul style="list-style-type: none"> • One-to-one meetings or conversations • Multi-stakeholder forums • Education and capacity building sessions • Ongoing partnerships
Farmers 	<ul style="list-style-type: none"> • One-to-one meetings or conversations • Field and factory visits • Workshops with value-chain partners • Connecting farmers with finance and agri-business partners • Media engagement
Other commercial partners 	<ul style="list-style-type: none"> • Annual survey • Third-party supplier audits • SpeakUp helpline • Responses to customer requests for sustainability information

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External Stakeholders

Kenya



Many of which we have worked closely with throughout the year to support our Society 2030 Agenda.



Tanzania



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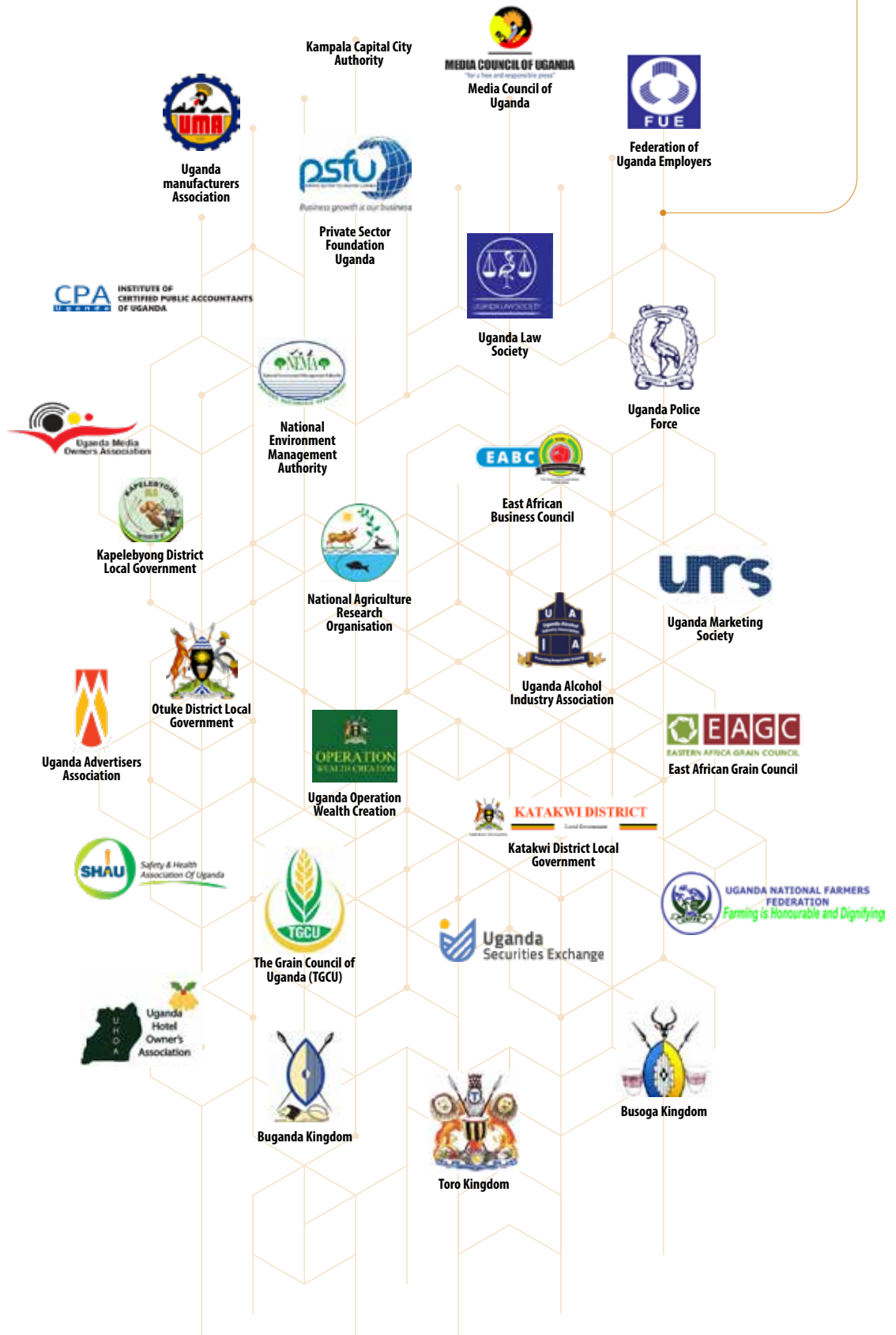
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Uganda



Stakeholder Testimonials



Nature Kenya:

Partnering with EABL has significantly amplified our conservation efforts, enabling us to safeguard vital ecosystems and preserve biodiversity. Through this collaboration, we are achieving a harmonious blend of business growth and environmental stewardship, demonstrating that economic development and nature can thrive together. Together, we are creating a legacy of sustainability that ensures future generations will benefit from a balanced and thriving environment."

Dr. Paul Matiku

– Managing Director, Nature Kenya.



Upper Tana Nairobi Water Fund Trust (UTNWFT):

Our water catchment areas are vital for ensuring water security and enhancing climate resilience. EABL's commitment to water stewardship through the Upper Tana Water Fund Trust stands as a powerful example of how strategic partnerships can drive meaningful change. By working together, we are significantly improving water security for both communities and businesses. However, accessing funds for the protection of these critical areas often poses challenges due to competing priorities, limited resources, and the absence of dedicated funding mechanisms. Our collaboration with EABL reinforces the importance of forming key long term partnerships to overcome these obstacles and safeguard our water resources.

Edith Alusa

– Executive Director, Upper Tana Nairobi Water Fund Trust (UTNWFT)



SBL stands as a shining example of how businesses can drive economic growth while safeguarding our natural resources and uplifting local communities. I commend SBL for its industrious support in bankrolling water projects that focus on the provision of free, clean, and safe water to Tanzanians in water-stressed rural areas, which complements the government's efforts to increase the provision of clean and safe water in rural areas."

Hon. Said Mtanda

– Mwanza Regional Commissioner



As a corporate member of the Tanzania Private Sector, we are very proud of the work that Serengeti is doing in the country, mainly in supporting the farmers across Tanzania who grow maize, sorghum and barley. The work that SBL is doing in the country is fantastic"

Raphael Maganga

– CEO of Tanzania Private Sector Foundation (TPSF)



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Women Biomass Fuel Suppliers:

Partnering with KBL has empowered women in our community by providing them with stable income through the collection and supply of biomass materials. This income has transformed their lives, enabling them to provide for their families' basic needs and invest in personal projects through a self-help group that they have formed. On the business side, KBL's reliable payments have allowed me to expand my operations and secure financing with confidence. Importantly, this partnership supports environmental sustainability, as we contribute to clean energy solutions and participate in reforestation efforts.

In short, our collaboration with KBL has improved livelihoods, fostered community growth, and advanced environmental conservation.

Esther Wanjiku Ndonga Kamau,
Agrihard Suppliers Limited



Uganda Manufacturers Association

We are proud to be associated with Uganda Breweries. UBL is one of the top companies with the best sustainability practices, and we encourage other UMA members to pick an interest. UBL believes in doing business the right way every day, everywhere. The organisation is committed to understanding what it means to act with integrity in business. From the inclusion and diversity initiatives, carbon emissions control, water, and waste management to policy initiatives, UBL is doing well. There is transparency in communication of the sustainability risks and what they are doing to mitigate the risks. This is commendable." –

Allan Ssenyondwa,
Director of Policy - Uganda Manufacturers Association



Aid Environment East Africa Office

We are excited to partner with UBL to deliver the Collective Action on Water project in the Mt. Elgon region. Uganda Breweries' strong commitment to restoring and protecting the catchment areas around their raw material sources inspires us, benefiting both the environment and the local communities.

James Kisekka,
Director - Aid Environment East Africa Office



Ministry of State for Agriculture, Animal Industry and Fisheries

Through the Farmers symposium, UBL has demonstrated their commitment to empowering farmers with the fastest knowledge and tools to navigate the challenges of a rapidly changing agricultural landscape. They have fostered key dialogues that will shape the future of agriculture and promote sustainable practices."

Hon. Kyakulaga Fred Bwino,
– Minister of State for Agriculture, Animal Industry and Fisheries (Agriculture)



NEMA

Far from being a cost burden, adopting sustainable practices can lead to multiple benefits that contribute to long term profitability and competitiveness. Accordingly, we assess the environmental practices of organisations through our National Sustainable Environment Awards. This year, NEMA recognised Uganda Breweries for their commitment to environmental stewardship and sustainable business practices.

Dr. Barirega Akankwasah,
Executive Director - NEMA



LCV

The borehole donation from Uganda Breweries serves as a strong example of how responsible corporate initiatives can make a meaningful impact on society, complementing the efforts of local governments. In my Kapelebyong District and the broader Teso region, where water scarcity has long been a challenge, and many communities have had to depend on unclean water sources, these contributions bring much-needed relief and hope for a healthier future.

Francis Akorikin,
LCV Chairman - Kapelebyong District

British High Commission Office Kenya

During King Charles III and Queen Camilla's royal visit to Kenya, Jane Karuku, Group MD and CEO of East African Breweries (EABL), joined a roundtable discussion on the importance of accelerating to a Just and Sustainable Future, followed by a presentation of EABL's sustainability work to the King. In his remarks on the reception, Rt. Hon. James Cleverly, Secretary of State for Foreign, Commonwealth and Development Affairs of the United Kingdom, singled out Diageo, applauding it for its exemplary and unique implementation of sustainability initiatives in Kenya.



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Context and Emerging Trends

Progress from 2023 to 2024

How we are achieving our targets

- Our Initiatives
- Using the Power of our Brands
- Meet our people



Context and Emerging Trends



We want to change the way the world drinks, for the better. Our brands have been part of people's celebrations for generations; we make them with pride, and they are made to be enjoyed responsibly.

The illicit trade in alcohol, which is essentially alcohol that is traded outside regulation and taxation generates a variety of socio-economic problems including:

- Endangering public health.
- Illicit trade disproportionately affects the poorer and less educated consumers, leading to more severe consequences for these socio-economic groups.
- Revenue loss for governments - by avoiding official channels and taxation, illicit alcohol trade deprives governments of valuable tax revenues that would have been generated through legal sales.
- Harming legitimate businesses - the presence of unregulated alcohol reduces the sales and competitiveness of law-abiding, tax-paying businesses in the market.

We want to change the way the world drinks, for the better. Our brands have been part of people's celebrations for generations; we make them with pride, and they are made to be enjoyed responsibly. We embrace our responsibility to proactively promote positive drinking. Our Positive Drinking approach is premised on the following four pillars to deliver impact and change:

- Tackling harmful drinking through education.
- Promoting moderation via our brand marketing.
- Tackling underage drinking.
- Changing attitudes to drink driving.

We set ambitious targets for each pillar.

Over the last four years we have made excellent progress across all four pillars. In fact, Diageo has already achieved the 2030 target for education (DRINKiQ) in fiscal 22. We have also leveraged the power of our brands to deliver moderation messaging by end of fiscal 23. We are proud of the momentum we have built.

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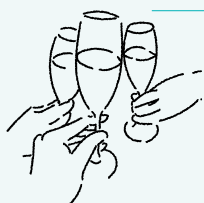
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Our Progress From 2023 To 2024

F24 Investment:





This year, across our markets we scaled our activations and interventions geared towards promoting positive drinking practices.

SMASHED

48%

We surpassed our annual target for SMASHED campaign by 48%. We have linked our areas of intervention with areas where our research showed high prevalence of underage alcohol consumption.

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	OUR F24 TARGET	OUR F24 ACTUAL	CUMULATIVE TARGET TO DATE	CUMULATIVE ACTUAL TO DATE
<p>Scale up our SMASHED partnership, and educate million young people, parents, and teachers on the dangers of underage drinking.</p> <p>SDG alignment: 3.5; 12.8; 17.16</p> 	People educated through SMASHED partnership.	254,000	376,933	367,950	766,418
<p>Promote changes in attitudes to drink driving reaching five million people.</p> <p>SDG alignment: 3.5; 3.6; 12.8; 17.16</p> 	People educated via Wrong Side of the Road programme.	68,000	68,084	131,500	145,522

NOTE on Targets: We are proud to have met our 2030 targets for DRINKiQ and brand- led moderation campaigns in fiscal 22 and 23 respectively. They remain important tools in our work to promote positive drinking and are now embedded into our operations. This means they are transitioning to business as usual and will not be reported as a distinct target under 'Spirit of Progress'.

How we are achieving our targets:

Tackling underage drinking through the SMASHED Campaign:

SMASHED

376,933 People educated through the SMASHED partnership across the region

SMASHED is an award-winning alcohol education programme, developed by Collingwood Learning and implemented across our markets. It is an inspiring live theatre experience touring schools with interactive workshops for students, resources for teachers and a parent's guide. The program actively measures changed attitudes in young people who participate through pre and post evaluation surveys.

This year we had a variety of projects that we rolled out under SMASHED across the region:



KBL: KBL, in collaboration with the Ministry of Education and the Teachers Service Commission, has been actively conducting SMASHED training sessions across various schools in the Western and Central regions of the country. The SMASHED program is designed to address the issue of underage drinking by empowering students with the skills to resist peer pressure, reject alcohol, and prioritize their education. Following the training sessions, students displayed increased confidence and made commitments to make responsible decisions, including abstaining from alcohol consumption.

In addition to the school-based initiatives, KBL partnered with a prominent parent and influencer to drive social media

engagements during school holidays—a period when young people are particularly vulnerable to harmful behaviours like alcohol use. These engagements targeted children, parents, teachers, and the broader community, promoting discussions on how to protect the youth from alcohol consumption. The campaign achieved significant reach and engagement, raising awareness about the dangers of underage drinking and fostering a broader societal conversation around this critical issue.



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How we are achieving our targets:



SBL: In the Northern region of Tanzania, the prevalence of alcohol consumption among secondary school students aged 15 and above, ranges from 12.9% among girls to a staggering 63.9% among boys. These figures underscore the urgent need for action. Through live theatre performances, we engaged 16,285 students from 15 schools in Dar es Salaam and Tanga. The performances discourage underage drinking, emphasising the importance of students abstaining from alcohol to safeguard their schooling and well-being. SMASHED Live's focus on building resilience, improving communication skills, and developing a positive self-identity can help students make better choices not just with alcohol, but in other areas of their lives as well.



UBL: In an underage drinking study done by the Ministry of Health, through its Mental Health Department, it was revealed that most children who consumed alcohol started doing so before the age of 15 due to lack of information. This emphasises the importance of empowering the youth with information on the harmful effects of alcohol by performing the "SMASHED education program" live in schools to students between the ages of 13- 17.

In F24, we engaged 36,326 students in 80 schools across over 20 locations in Central and Eastern Uganda. The live skit performance educates students in secondary schools about the dangers of underage drinking and equips them with the facts, skills and confidence to make better choices.

Acting against drink-driving by providing responsible messaging through the Wrong Side of the Road Campaign (WSOTR):



WSOTR was developed in partnership with the United Nations Institute for Training and Research (UNITAR). It is our digital learning experience to help as many people as possible understand the consequences of drink-driving. It uses real-life experiences to teach consumers about the dangers of drink-driving. It involves consumers visiting the platform to have a virtual conversation with drink-driving survivors. Together we continue to support the second UN Decade of Action for Road Safety. We launched campaigns across the region to deliver our anti-drink driving messaging.



kbl DO NOT FORWARD TO PERSONS UNDER THE AGE OF 18 YEARS. EXCESSIVE ALCOHOL CONSUMPTION IS DANGEROUS TO YOUR HEALTH. JUST FOR KBLA TO BE DRIVEN BY YOU.

SHEREHE
-BILA-
HASARA



KBL:

KBL launched a new digital campaign titled 'Usichome'. Stepping away from the norm, 'Usichome' sought to inspire behaviour change through humour by highlighting the potentially embarrassing situations people could find themselves in if they didn't follow DRINKIQ. 'Usichome' reached six million people on social media and sparked a conversation around responsible drinking.

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SBL: SBL proudly launched the 'Inawezekana' campaign which translates to "It Is Possible," serving as a call to action and a testament to our continuous commitment to change the way the world drinks for the better. Through our flagship Brand Serengeti Premium Lager, we were pleased to partner with the National Traffic Police of Tanzania for 'Usalama Barabarani Jamii Cup' an event deeply entrenched in its support for the motorcycle riding community aimed at instilling responsible drinking practices and elevating road safety standards from grassroots levels to the national stage. The Motorcycle drivers assumed central roles, receiving education on the dangers of drinking and driving through SBL's online platform. The training underscored our broader commitment: instilling responsibility and raising the bar on road safety standards among drivers.



UBL: UBL hosted a number of activations including the 2023 Nyege Nyege Festival where we sensitized the public on our Wrong Side of the Road Campaign and Drink IQ – our digital campaign. In addition, at the end of 2023, UBL launched the 'Tokisusa Campaign' to scale much needed responsible drinking education during the festive season. The campaign was launched in partnership with Nation Media Group (NMG) and ran for three months on NTV Uganda and our Red Card responsible drinking platforms.

Using the Power of our Brands



Tanqueray is Unmistakably Her

Achieving gender equality and enhancing women's well-being across all aspects of life is imperative for building prosperous economies and ensuring a healthy planet. We partnered with a dynamic platform committed to empowering women by creating a supportive community that exposes them to opportunities for personal and professional development. Using the power of our Tanqueray as a Brand, we looked at using progressive voices to foster an inclusive environment where everyone, especially women, can thrive. The goal was to create positive brand association with our consumers by offering a platform for storytelling and fostering an inclusive environment. By doing so, we aimed to ensure that everyone, especially women, has the opportunity to succeed and contribute fully. This initiative was exemplified by our partnership with the organisation "She Is Woman," where we worked closely with 30 women to share their inspiring stories.

One of the standout aspects of this project was its direct impact on the lives of individual women and persons with disabilities (PWD). For instance, three women, one of whom is living with a disability, shared their transformative experiences

as a result of participating in this initiative. Their stories were a testament to the power of inclusive support and the positive changes that can occur when diverse voices are amplified.

Additionally, to mark International Women's Day, we collaborated with three remarkable women who shared their life journeys while mixing their favorite cocktails. This partnership not only highlighted their personal and professional achievements but also underscored the importance of gender equality and the need for platforms that support women's voices. Through our ongoing commitment to gender equality and women's empowerment, we will continue to support and celebrate the diverse voices that contribute to a more inclusive and prosperous society.



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Meet some of our Leaders:



At the heart of our brands, and in every facet of our marketing strategies, we believe in promoting positive drinking practices that celebrate responsibility and enjoyment together. In this regard, we leverage our brands as our most powerful tools in shaping consumer attitudes and promoting moderation. EABL is truly committed to fostering a culture of environmental consciousness, social responsibility, and ethical business practices. Together, let's create campaigns that inspire and uplift everyone."

Charles Okanya,

**Ag. Marketing and Innovations
Director, KBL.**



The Traffic Department, through the USALAMA BARABARANI POLISI JAMII CUP and Serengeti Breweries Limited, aims to promote road safety by controlling driving under the influence. This partnership aligns with our goal of encouraging motorcyclists and all drivers to adhere to traffic laws and drive safely."

Ramadhani Ng'anzi
- The Commander of the Traffic Department of Tanzania



Educating Tanzania youth on the dangers of underage drinking is essential for fostering a responsible and healthy future."

Rehema Awadhi
- Program officer SMASHED Tanzania



DRINKIQ has been instrumental in promoting positive and responsible drinking, raising awareness about alcohol consumption and its effects throughout the region. This initiative aligns with their 'Spirit of Progress' (Promote Positive Drinking) goals, while also emphasizing sustainability and community well-being. It fosters a balanced lifestyle for consumers who celebrate life and contribute to shaping a more positive role for alcohol in society.

As brand ambassadors, we have reached over 200,000 people in the region, many of whom are our peers, driving us to deliver the impactful message of responsible drinking education. It is a great honour to be associated with this campaign and with EABL.

Carlton Oyagi,
Positive Drinking Brand Ambassador



I have witnessed, firsthand, the detrimental effects of underage drinking on students. I have seen bright, talented young individuals struggle both academically and personally, as they face the pressures and risks associated with alcohol consumption.

When SMASHED Kenya approached me, I was thrilled to collaborate with them. Their program presents a valuable opportunity to engage our students in meaningful discussions that empower them to make informed decisions and resist the temptation of alcohol. At our school, we are deeply committed to fostering a safe and healthy environment. Through educational initiatives and outreach programs, we aim to raise awareness about the dangers of underage drinking - not only for the sake of students' health, but also for their academic success and overall well-being. It is through collective efforts that we can cultivate a culture that prioritizes well-being, safety, and respect for our children and our community. I urge parents, guardians, and community members to join us in this critical conversation. Together, we can guide our children towards making responsible choices and saying no to alcohol."

Mrs. Mutembei, Principal
- Kanyekine Girls secondary school

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It has been a great privilege to represent DRINKiQ and raise awareness about the importance of responsible drinking. Through this initiative, I've seen firsthand how irresponsible drinking can affect people's lives, and I am proud to be part of a campaign that shows EABL's genuine care for its consumers. Drink IQ has taught me that it's entirely possible to enjoy life while staying responsible, and I am honoured to be an ambassador for this cause. Thank you!

Margret Nyokabi,
Positive Drinking Brand Ambassador



As a DRINKiQ brand ambassador in Kenya, working on events and smaller EABL conferences has been an incredibly inspiring experience. DRINKiQ has equipped me with the knowledge to promote responsible drinking, deepening my understanding of alcohol's effects while empowering me to engage meaningfully with audiences. This has allowed me to help others make informed decisions about their consumption. DRINKiQ has truly supported me by providing valuable resources and a platform to advocate for healthier drinking habits, making a positive impact in our communities and the people around me.

Destiny Teresa,
Positive Drinking Brand Ambassador



DRINKiQ has become like family to me over the years, and being entrusted to lead this campaign has taught me a lot about team leadership. I've learned that different audiences have different expectations, and in respecting diversity and generational differences, we always strive to connect and resonate well with the crowd. As a team leader and part of the DRINKiQ initiative, I've been able to sharpen and enhance my supervisory skills when managing audiences at both social and corporate events.

Ivan Kaka,
Positive Drinking Brand Ambassador



I don't know how to show my gratitude for the support DRINKiQ has shown me as its Brand Ambassador. Ever since I joined the team I have learnt a lot about its products and the campaign in general, which emphasizes mostly on the importance of hydrating and the different ways of consuming alcohol responsibly. DRINKiQ has helped me improve my communication skills through enabling me to effectively share the brand's message and build long-lasting relationships with customers. It has also built my confidence as an individual through interaction with clients directly. Through travelling DRINKiQ has enabled me to adapt to different situations like environments, groups of people and demographics. Also, by working as teams, DRINKiQ has also enabled me to meet colleagues who with time have become more than workmates and have impacted my life differently but in very positive ways. In conclusion, DRINKiQ has also inspired me on so many levels as an individual and as its Brand Ambassador. It has been able to motivate me and create a positive outlook on life in general and given me the strength to work by harnessing the power of positive thinking. Reframing our brains to think positively is a key step in leading a happy and successful life.

Meshack Ireri,
Positive Drinking Brand Ambassador

Looking ahead to F25

We have seen great success with SMASHED and the Wrong Side of the Road programmes, and as such, we have revised our targets: for SMASHED, the target has been revised upwards to reach 3,000 more youths compared to F24 - thus a F25 target of 257,000 youths.



78,000

For Wrong Side of the Road program, the target has also been revised upwards to reach 10,000 more individuals compared to F24 - thus a F25 target of 78,000 individuals.



Pillar: Champion Inclusion and Diversity

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Context and Emerging Trends

What is preventing organisations from achieving effective DEI initiatives?

The three most commonly cited barriers to DEI effectiveness are:



We are committed to shaping broader societal change, reflective of our consumers. We look to champion this across our entire business – with our people, through our value chain, across our brands and within the communities in which we operate.

This year, Championing Inclusion and Diversity is the theme of our sustainability report,
in line with our Champion Inclusion and Diversity Pillar.

Inclusion and diversity is a critical enabler of our "Spirit of Progress" ambitions and every senior leader plays their part in driving progress to deliver this ambition. In this section we discuss a series of measures that EABL has instituted to deliver a truly diverse and inclusive workforce, as well as translate these measures across our value chain.

Inclusion and Diversity is important to our Business:

We care about our impact, and we know we have an opportunity to drive impact across the markets where we operate. We have the power to address some of the critical challenges related to inclusion and diversity through strategic initiatives and resource allocation:

- **Supply Chain Impact** – In F24 EABL spent Kes 5.9 billion in sourcing from diverse suppliers across our markets. This is significant and can be redirected to support vulnerable members of the population who face historic, institutionalised barriers to access to markets. By intentionally targeting our spending, we can generate substantial positive impact for these communities.
- **Empowering Women in the Workforce** – EABL workforce is represented by over 1,600 full-time staff members and over 1,000 contract-based employees. Given the challenges women face in accessing C-suite and Board positions, as well as barriers to entry in STEM fields, we have the opportunity to influence these areas by enabling opportunities for women across the business, at all levels. By rethinking our work environments, we can create conditions that better support and benefit women. At the same time, men play a crucial role in fostering an inclusive workplace that supports and advances women's inclusion. In ensuring that men are active participants and advocates, we create an environment where gender equality thrives.

- **Shaping Mindsets through Marketing** – EABL has one of the largest marketing budgets in the region. This puts us in a unique position to influence and shape mindsets through our campaigns and activations. We can use our marketing efforts to promote inclusive and diverse narratives that challenge existing stereotypes and foster a more equitable society.

- **Financial Inclusion for Farmers** – EABL supports financial inclusion initiatives by leveraging data from our network of farmers. By providing financial resources and support, we can enhance the economic stability and growth of smallholder farmers, many of whom are women.

- **Community Projects and Women's Leadership** – EABL's community projects strive to promote women's leadership and enhance their voices and participation. With limited access to traditional power structures, women often turn to alternative structures, such as community-based organisations and grassroots networks. These platforms allow women to articulate their interests and concerns, sometimes influencing political agendas both locally and nationally (Food Trade ESA, 2017). Our support for these initiatives helps amplify women's leadership and participation in critical decision-making processes.



Kes 5.9 Billion

In F24 EABL spent Kes 5.9 billion in sourcing from diverse suppliers across our markets. This is significant and can be redirected to support vulnerable members of the population who face historic, institutionalised barriers to access to markets. By intentionally targeting our spending, we can generate substantial positive impact for these communities.

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How do we ensure that inclusion and diversity is in everything that we do?

To ensure that inclusion and diversity are embedded in everything we do, our organisation adopts a holistic, multi-faceted approach across three organisational functions including strategic, operational and cultural.

Strategic:

Inclusion and diversity are integral to our overarching business strategy and our sustainability strategy – Society 2030. Across all three pillars, we promote inclusion and diversity by:



Promote positive drinking –

we ensure that we use our influence and marketing spend for progressive portrayal



Champion Inclusion and Diversity –

central to Society 2030. We tackle gender equality, social inclusion, inclusion of people with disabilities across all of our projects.



Pioneer Grain to Glass –

we use our influence through our supply chain and across all of our community projects with a 50% focus on women.



Operational:

At the operational level, we integrate inclusion and diversity into our day-to-day processes, making it a core part of how we function:

1 Our leadership champions inclusion and diversity, ensuring it is embedded in our corporate goals, policies, and governance structures. Key performance indicators related to diversity are tracked and reported at the highest levels of the organisation.

2 We ensure that our recruitment, retention, and promotion practices reflect our commitment to building a diverse workforce. By actively seeking talent from varied backgrounds and investing in leadership development programs, we ensure that diversity is represented at all levels of our organisation.

3 We regularly review and update our operational policies to eliminate biases and ensure fairness in areas such as recruitment, promotions, pay equity, and workplace flexibility.

4 Our procurement processes are designed to support and engage with diverse suppliers, including women-owned, and other underrepresented businesses, ensuring that diversity extends beyond our workforce to our business ecosystem

5 We provide regular training on unconscious bias, cultural awareness, and inclusive leadership to all employees, fostering an environment where everyone can thrive.



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GP –

Gender Parity - Gender parity is a **statistical measure used to describe ratios between men and women, or boys and girls, in a given population.**

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Cultural

We actively cultivate a culture where everyone feels respected, valued, and empowered to contribute their unique perspectives:

- We support various employee resource groups that promote inclusion by fostering dialogue, community, and development opportunities for underrepresented groups
- Our culture encourages open conversations about diversity, equity, and inclusion through internal forums, workshops, and feedback mechanisms. This ensures that every employee's voice is heard and considered in decision-making processes
- We regularly celebrate cultural and diversity-related milestones and events to acknowledge and appreciate the richness that each individual's background brings to the workplace.

Progress from 2023 to 2024



F24 Investment:

47%




47% female senior leadership, which is well above the regional average (According to Mckinsey Global Institute, Africa's gender parity on women in leadership positions is still only 0.33, below the global average of 0.37)

50%

All of our community projects and programs are at 50% women representation. We have achieved this target well ahead of our 2030 deadline.

50%

We have met the target on 50% beneficiaries, and this is moving to BAU

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	OUR F24 TARGET	OUR F24 ACTUAL	CUMULATIVE TARGET TO DATE	CUMULATIVE ACTUAL TO DATE
<p>Champion gender diversity with an ambition to achieve 50% representation of women in leadership roles by 2030.</p> <p>SDG alignment: 5.5; 8.1; 10.2; 10.4</p> 	Percentage of female senior leadership.	N/A (Maintain 2030 target)	47%	32%	47%
<p>Increase spend with diverse-owned and disadvantaged businesses each year to 2030</p> <p>SDG alignment: 5.5; 5B; 10.2; 10.4</p> 	Spend with diverse suppliers.	Increase spend with diverse owned and disadvantaged businesses to 6% by 2024	<p>Total spend with diverse suppliers</p> <p>Kes 5.9B (7.9%)</p>	N/A	6%
<p>Provide business and hospitality skills to people, increasing employability and improving livelihoods.</p> <p>SDG alignment: 4.4; 8.1; 8.6; 10.2; 17.16</p> 	People reached via business and hospitality skills programmes.	5,920	9,951	12,840	24,731

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<p>Through the Diageo Bar Academy, we will deliver 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> 	Training sessions delivered through the Diageo Bar Academy	13,500	15,045	23,500	32,323
<p>Ensure 50% of beneficiaries from our community programmes are women.</p> <p>SDG alignment: 5.5; 5A</p> 	Percentage of community programme beneficiaries who are women.	50%	50%	50%	50%

How we are achieving our Targets

Learning For Life



9,951 People reached via business and hospitality skills programmes across the region

Part of how we promote sustainable growth, and a resilient supply chain is giving equal access to resources, skills, and employment opportunities.

An important way we deliver this is through Learning for Life (L4L), our business and hospitality skills programme for people from under-represented groups. It provides equal access to business and hospitality skills and resources to increase participants' employability, improve livelihoods and support a thriving hospitality sector that works for all. The program also incorporates a mentorship initiative aimed at providing the learners with continuous technical support for those venturing into the business sector.

In partnership with local educational, government and training organisations, Learning for Life supports the growth of the participants, and the hospitality industry overall. We have various partnerships supporting our Learning for Life objectives.



An important way we deliver this is through Learning for Life (L4L), our business and hospitality skills programme for people from under-represented groups. It provides equal access to business and hospitality skills and resources to increase participants' employability, improve livelihoods and support a thriving hospitality sector that works for all.

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9,184

beneficiaries were trained, and the number includes 88 individuals living with various disabilities.

KBL: KBL has continued with its partnership with African Initiatives for Relief and Development (AIRD), to offer a life-skills development curriculum that includes courses on budgeting, time management, and responsible drinking, among others. The project aims to empower and educate youth, women, and people with disabilities who don't have an educational background, with skills that can help them support themselves financially and provide a living. Various training sessions took place from December 2023 to January 2024 in Kisumu, Mombasa, Molo, Nairobi, Machakos, Embu, Murang'a, and Makueni. A total of 9,184 beneficiaries were trained, and the number includes 88 individuals living with various disabilities. The program's beneficiaries have also received internships or on-the-job training, and many of them have ventured into new businesses following the skills and knowledge acquired from the training.





450

SBL empowered 450 youth of Hanang district with essential skills and knowledge including entrepreneurial abilities, financial management, and business/project planning to drive personal development.

SBL: SBL continued to partner with the Ministry of Agriculture and the Ministry of Education in the award winning Kilimo Viwanda Scholarship Program. Since its inception in 2020, the Kilimo Viwanda Scholarship program has benefited over 300 students in regions such as Kilimanjaro, Iringa, Kagera, and Coastal areas. This year, SBL proudly continued this journey by awarding scholarships to 65 new students, marking its steadfast dedication to cultivating the next generation of agricultural experts. Further, in partnership with Bridge for Change organisation and Ministry of Education, SBL empowered 450 youth of Hanang district with essential skills and knowledge including entrepreneurial abilities, financial management, and business/project planning to drive personal development. They youth largely hailed from rural communities and 50% of the learners were women. Typically, in rural Tanzania, women have the responsibility of raising families and limited opportunities for economic empowerment.



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UBL: UBL entered into a strategic partnership with Exp Limited and Enterprise Uganda to run the Learning for Life program during the year. The trainees went through a face-to-face and online training sessions for hospitality skills. 42 beneficiaries were trained during the year enabling them to gain hospitality skills that will enable them to secure employment or start their own businesses.



42

beneficiaries were trained during the year enabling them to gain hospitality skills that will enable them to secure employment or start their own businesses.



Building a Thriving Hospitality Sector in East Africa through the Diageo Bar Academy

The Diageo Bar Academy (DBA) is a global community of professionals that offers practical resources and training from the best industry experts to help raise the bar. With a special focus on women participation, DBA delivers a variety of courses, both online and in-person and supports the development of a more diverse and inclusive hospitality sector. Through DBA, we focus on upscaling the knowledge and capability of our bar staff, enabling them to better serve our consumers, and grow themselves professionally.

KBL: In 2024, the DBA Program at KBL, maintained its ambition of training the top 20% outlets in the Kenya Market. KBL had an ambitious goal of engaging, inspiring and educating 14,000 bar staff and owners across Kenya. The bar staff were equipped with the knowledge to not only advocate and recommend the right drinks, but also on the best serves to ensure consumer satisfaction.

During the year, over 12,000 bar staff and over 1,500 bar owners were trained across 3,072 accounts. 62% of the staff trained were women.



14,000

KBL had an ambitious goal of engaging, inspiring and educating 14,000 bar staff and owners across Kenya.



20

Key Accounts, empowering 600 staff members.

SBL: SBL & DBA launched the 2024 Diageo Bar Academy sessions in January this year, embarking on a mission to elevate the industry by training top 20 Key Accounts in Dar es Salaam and empowering 600 staff members.

With a strong commitment to raising standards, enhancing careers, and shaping the future of hospitality, SBL invests in the people behind the industry. These trained individuals become true ambassadors of SBL's values, culture, and vision, driving success and excellence forward.



UBL: This year, UBL kicked off the 2024 Diageo Bar Academy sessions in March with a mission of training 44 key Accounts within Kampala and reaching 450 trained staff. Over 40% of the participants were women. The brewery is committed to raising standards, improving careers and shaping the industry by investing in the people behind it. These people in turn become ambassadors to UBL values, culture, approach and vision.

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Embracing Diverse Voices through Progressive Portrayal

As one of the region's largest advertisers, we're committed to playing our part across the industry to ensure, that everyone, from script to screen, sees themselves represented. We use our marketing to challenge stereotypes and commit investment to address underrepresentation of diverse voices in media, making mainstream media more inclusive. In fiscal 24, we are proud to have made significant advancements in our accessibility practices across our media and campaigns.



Delivering on Social Inclusion by Enabling a Diverse Supply Chain

We believe that the most inclusive and diverse culture makes for a better business and a better world. We have been passionate about changing the narrative around the underrepresentation of youth, women, and people living with disabilities in employment and supply chains across our business. Empowering these groups has become a business priority for us.

Our initiatives are designed to create access to opportunities for underdeveloped groups, particularly focusing on women and people with disabilities. Here are some of the key ways we are making an impact:



Our supplier diversity program ensures that our supply chain is represented by businesses owned by women and individuals with disabilities, youth and other under-represented groups. In F24, our target was to increase spend with diverse-owned and disadvantaged businesses to 6%. Our total spend on these groups was at 7.9%, exceeding the target.

7.9%

Our total spend with diverse-owned and disadvantaged businesses.



Our commitment to social inclusion is not only about providing opportunities but also about boosting economic earnings for these underrepresented groups. We have been committed to changing the narrative around the underrepresentation of persons with disabilities in employment and in supply chains across our business and have made empowering them a business priority.



KBL: We continued to partner with Sightsavers International to reach out to more people living with disabilities in Kenya's Western region where we have the highest number of our sorghum farmers. From about 160 farmers in 2023, we have exponentially grown the number of our farmer partners with disabilities to over 700 as at the end of fiscal 24.

700

From about 160 farmers in 2023, we have exponentially grown the number of our farmer partners with disabilities to over 700 as at the end of fiscal 24.



SBL: This year, SBL joined hands with Sightsavers International in Tanzania on a disability inclusive sorghum supply chain pilot project in F24. The pilot, which targeted 216 people, encompasses agronomy training, agribusiness training, and the inclusion of women and people with disabilities.



UBL: In December 2019, UBL signed up to join the Uganda Business and Disability Network (UBDN). The UBDN is an employer-led network in Uganda working towards creating workplaces and company culture that is respectful and inclusive towards persons with disabilities.

Under this core partnership, UBL sought to actualise its commitment to ensure that it has at least 5% of its staff being people with disabilities by 2025.

To achieve the target, during the year UBL further partnered with Light for the World under the 'We Work Program' funded by Mastercard Foundation. We recruited seven People With Disabilities (PWD) under our internship program, who were placed in different departments for one year.

We provided Conscious bias trainings to members of staff about how to work with PWDs, revisited existing physical structures and made them more accommodative, offered assistive technology and provided supportive resources like mentoring and coaching.

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Highlight of our Inclusive Supply Chain Curriculum



Smallholder Farmer Business Support curriculum

- **Agri-business:** concept of entrepreneurship, product estimation, value chain profitability, business marketing, designing a business plan, record keeping, risk management.
- **Financial literacy:** budgeting, saving, borrowing, over-indebtedness, investments, understanding financial institutions, products and services, financial negotiation.
- **Additional income generation:** enterprise management knowledge and techniques to start up and operate income generation activities.
- **Women's leadership:** providing female participants with knowledge and skills to help exercise their leadership in their communities, workplace, and families.



Sorghum production and climate smart agriculture

- **Sorghum production:** sorghum productivity / yield, seed varieties, seed selection and treatment, land and preparation and soil health, fertilization, weeding, pest control, harvesting and post-harvest management.
- **Enhanced resilience:** reduce vulnerability to drought, pests, diseases and other climate-related risks and shocks; and improve capacity to adapt and grow in the face of longer-term stresses like shortened seasons and erratic weather patterns.
- **Reduced emissions:** pursue lower emissions for each calorie or kilo of food produced, avoid deforestation from agriculture and identify ways to absorb carbon out of the atmosphere.



How we measure the impact of our trainings:

- **Increased productivity:** increased sorghum yield per acre, decreased costs of production per kg of crop produced.
- **Reduced climate impact:** emissions per kg of crop produced.
- **Improved food security and economic resilience.**
- **Recognised changes in community cohesion, disability stigma and women's leadership.**



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Using the Power of our Brands



Empowering Women through Johnnie Walker 'She Walks'

On International Women's Day 2024, Johnnie Walker East Africa (JW EA) launched the female-led initiative platform #SheWalks. The platform is dedicated to:

1

Creating spaces for women to learn, share, network, and grow.

2

Showcasing the stories of women promoting progress for all.

3

Driving trial and loyalty among the female audience so they can enjoy our brands in moments that matter most to them.

The campaign focuses on telling stories that demonstrate to women that purposeful, impactful, and consistent progress is achievable, even in a world that still needs to be more inclusive of their needs and aspirations. The 'She Walks' campaign aims to create spaces where women can learn, interact, network, and share experiences. By supporting women in various fields, including sports, the campaign seeks to enrich their lives and foster a sense of community. The initiative has engaged over 5,000 women across the region through networking events, seminars, and golf events, and has reached over 1 million women through investments in progressive media. As part of the #SheWalks IWD campaign, at KBL we partnered with the What Women Want 2.0 summit, which was attended by over 2,000 women over three days. The event combined learning, networking, fashion, shopping, food, and drinks experiences in a female-friendly environment.

To further our #SheWalks agenda, we utilised differentiated channels to reach a female audience in the 'Go-Getting' mode. The JW #SheWalks campaign

on LinkedIn ensured quality engagement from the right audience.

The 'She Walks' campaign also focuses on supporting women in sports. This was exemplified by our sponsorship and endorsement of Mercy Nyanchama, a female amateur golfer, at the Magical Kenya Ladies Open 2024. This sponsorship aligns with the brand's philosophy of #KeepWalking, which merges perfectly with the tournament's mission to advance women's golf in Kenya and make the sport more inclusive.

Through the JW platform #SheWalks, we are living the brand's purpose to inspire bold steps in others to pursue a richer life for themselves and others. #SheWalks exists to empower women by providing a space for them to network, share, learn, and grow, thereby promoting progress for themselves and each other. This initiative underscores our commitment to gender equality and women's empowerment, creating positive brand association and fostering an inclusive environment where everyone can thrive.



2,000

As part of the #SheWalks IWD campaign, at KBL we partnered with the What Women Want 2.0 summit, which was attended by over 2,000 women over three days. The event combined learning, networking, fashion, shopping, food, and drinks experiences in a female-friendly environment.

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At SBL, we concluded a six-month campaign on a high note with the Women and Whisky initiative sponsoring the annual International Women's Day event, hosted by Citizen Newspaper in Tanzania. This sponsorship underscores the company's dedication to gender equality and women's empowerment, which are core to its values of inclusion and diversity. The event was graced by Her Excellency Dr. Samia Hassan Suluhu, President of Tanzania, and featured a distinguished panel discussion with several speakers, including Dr. Obinna Anyalebechi, Managing Director of SBL.



This sponsorship underscores the company's dedication to gender equality and women's empowerment, which are core to its values of inclusion and diversity.



During the year, UBL also launched the Johnnie Walker mentorship program dubbed; "She Walks". Tailored specifically for women, the campaign focused on telling stories of experiences that demonstrate to women that it's possible to make purposeful, impactful, and consistent progress in their lives, even in a world that is yet to be as inclusive of them, their needs and aspirations.



Amplifying Women's Voices on Mdundo.com

Chrome Vodka embarked on a mission to increase the visibility and support for female artists through a strategic partnership with Mdundo.com. The goal was to drive downloads of the "Uprising Female Playlist". Additionally, we aimed to encourage more female artists to add their songs to the playlist via impactful audio ads.

The initiative focused on 2,000 female artists, directly impacting 110 up-and-coming artists. Central to the campaign were audio ads promoting the "Uprising Female Playlist" on Mdundo. The audio ads played a crucial role in this success. They were designed to be compelling and engaging, driving further engagement by encouraging listeners to explore and download songs from the playlist. This approach ensured that the message reached a broad audience, enhancing the visibility and support for the female artists involved. These ads effectively delivered 649,239 downloads, reaching 334,619 listeners with a message of empowerment. The call to action within the ads encouraged listeners to explore and support the playlist, driving increased downloads and enhancing royalty payments for the featured artists.

This campaign was particularly significant for the 110 female artists who saw a tangible increase in their royalty payments. The financial boost provided by the increased downloads supports these artists in continuing their creative journeys. The initiative highlighted several key figures:

- Aurie: Multifaceted Talent
- Nasha Travis: Rising Star
- Teslah: Emerging Artist
- Muthaka: Inspiring Artist Triumphs at AFRIMA 2023

The "Uprising Female Playlist" saw impressive results, with a 12% increase in royalty payments for the artists due to the higher number of downloads. The playlist climbed to the number 4 spot on Mdundo, showcasing its popularity and the increased interest in the songs featured.

This initiative underscores Chrome Vodka's commitment to empowering women in the music industry and fostering an inclusive environment where talent can thrive.



2,000

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110

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Tusker Lite sponsors People With Disabilities for the 'Tusker Lite Mt. Rwenzori Marathon'

Uganda Breweries sponsored the Tusker Lite Mt. Rwenzori Marathon in Kasese. The marathon has transformed Kasese as it affords local businesses an opportunity to thrive. Employment opportunities have been created, the tourism sector has grown and the local economy has been uplifted. The run embraced also inclusion and diversity by accommodating a category for People With Disabilities and awarded the winners at the end.



This is a reflection of our commitment to removing barriers and create the most inclusive and diverse environment that ensures all our people, partners, suppliers and communities thrive.



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Bell Lager drives Inclusion and Diversity at the Obafest

Through a partnership with Light for the World, Bell ObaFest (Oktobafest) placed itself at the centre of shaping a more inclusive society, providing the first of its kind festival ensuring persons living with disabilities were fully accommodated, enabling them to also enjoy the ObaFest experience with dignity.

As part of the preparations for the festival, arrangements were made to include wheelchair accessibility to the event venue and proper signage and allocated pathways for persons living with disabilities were a key feature. There was also a designated parking area, user friendly sanitation facilities, favourable lighting and designated emergency exits to cater for people living with disabilities thus ensuring that they too fully enjoyed the festival.

Meet some of our Leaders:



The 2024 Uganda census results, released by the Uganda Bureau of Statistics (UBOS) in June this year, show that Uganda has more women than men. Women comprise 23.4 million compared to 22.5 million men. As one of the leading corporates in Uganda, we recognise the responsibility that we have to ensure that women are not left behind in the economic growth of our country. I am, therefore, delighted that our Sustainability Strategy has a clear Inclusion and Diversity Pillar targeted towards empowering women, among other deliverables. I am also very proud that as a Business, we are focused on landing campaigns that are steered towards empowering women, such as the Johnnie Walker 'She Walks Campaign', which is now being adopted across East Africa.

Catherine Ndung'u,
Marketing and Innovations Director, UBL.

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A Truly Inclusive and Diverse Workforce

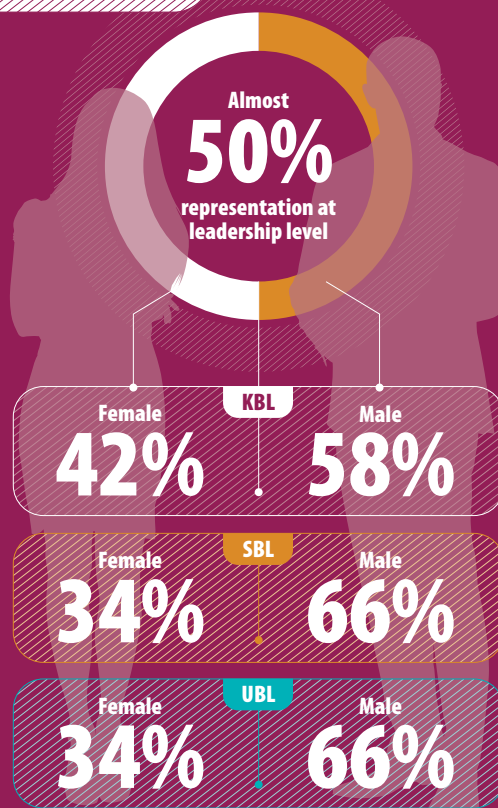
An inclusive workforce is a moral imperative as well as a strategic advantage in today's diverse and dynamic global economy. Studies have shown that organizations with diverse and inclusive teams are 33% more likely to outperform their peers in profitability (McKinsey, 2021). As businesses strive to remain competitive and socially responsible, building and nurturing an inclusive workforce has never been more critical.

At EABL this is entrenched in our ethos.



33%

Studies have shown that organisations with diverse and inclusive teams are 33% more likely to outperform their peers in profitability (McKinsey, 2021).



But what does this take?

We Empower Future Innovators

Inclusion begins long before you join our team. We believe in partnering with educational institutions to expose students from diverse backgrounds to various career opportunities early on. Offering internships and mentorship programs specifically targeted at underrepresented groups helps bridge the gap between education and employment, providing valuable work experience and professional development. This early engagement not only equips students with the skills and confidence needed to succeed in the workplace but also builds a pipeline of diverse talent for future hiring. In fostering inclusion from the ground up, we can ensure a more equitable and diverse workforce in the long term.

- We have consistently run apprenticeship programs for women university students in STEM - Science, Technology, Engineering and Mathematics fields. The programme entails a one-year foundational internship that is followed by a robust selection and vetting process to identify potential candidates who will be picked for permanent employment based on business needs. STEM apprentices have an opportunity to gain hands-on experience, giving them a head start in their careers in our supply chain. In addition to the hands-on experience, each candidate is assigned a coach who is responsible for supporting him or her throughout the programme to ensure they are continually learning and growing their skills.



Offering internships and mentorship programs specifically targeted at underrepresented groups helps bridge the gap between education and employment, providing valuable work experience and professional development.

Meet our STEM Apprentices



Meet Loydah Kyomugisha

She holds a Bachelor's Degree of Engineering in Mechanical and Manufacturing Engineering from Kyambogo University in Kampala.

Loydah joined UBL last year, 2023, through EABL's STEM Apprenticeship Program. Loydah highlights that she is experiencing career growth since she joined UBL. Her initial expectations of gaining practical experience, applying theoretical knowledge, and developing skills in brewery operations and maintenance have been met. She has also gained hands on experience with brewery equipment, enhanced her trouble shooting skills and developed familiarity with industry specific software like SAP.

Loydah advises STEM ladies to be confident in their abilities, always stay curious, embrace failure as an opportunity to get better and, above all, seek mentorship from experienced professionals.

STEM Apprentice - Engineering UBL



Meet Antonia Ndegwa

Antonia Ndegwa is a STEM Apprentice at KBL.

She holds a Bachelor of Science Degree in Environmental and Biosystems Engineering from the University of Nairobi.

Antonia joined KBL on 03rd October, 2023 through the EABL STEM Apprentice program.

In less than a year, Antonia says that she has grown significantly within the business, evidenced by having been assigned to run two production projects within her department.

Antonia has been able to leverage her strengths to grow in her role. She has attained two recognitions on internal initiatives following an exceptional exhibition and execution based on KBL's Culture and ways of working.

The fast-paced dynamic nature of Brand Change and the Technical Department ensures her constant learning and, thus, growth every day. Antonia says she loves what she is doing, and she wouldn't have asked for a better place to start her career!

Antonia advises ladies studying STEM and other young ladies at KBL to work smart and leverage their strengths. She also reminds them to seek feedback constantly from trusted coaches and colleagues and work on it. She also reminds them that they are capable of anything that they put their mind to, and that they should always strive to be better.

STEM Apprentice - Production KBL



Meet Agatha Mbise

Agatha Mbise is a Technical Operator at SBL.

She holds a Bachelor's Degree in Chemical and Process Engineering from the University of Dar es Salaam.

Agatha joined SBL in July, 2022 through EABL's STEM Apprenticeship Program. Having completed the one-year program last year, Agatha was promoted to her current role as a Technical Operator.

Through the program she has learnt that embracing challenges and seizing opportunities fuels her growth every day.

Agatha advises STEM ladies to cultivate a 'CAN DO' mindset, stressing that whatever one aspires to achieve in life is possible no matter what.

Technical Operator - Production SBL

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STEM Leadership In Action

Meet Rosemary Mwaniki – Chesire – Operations Director, KBL

KBL's Operations Director, Rosemary Mwaniki-Chesire has wide experience in the Supply Chain field. The 2023 Women in Supply Chain Award recipient, the Global Diageo Supply Chain Hero of the Year in 2019, Global Procurement Leader of the Year in 2018 and KBL's Most Valuable Player are just some of the accolades bestowed on Rosemary in her 16-year tenure with EABL.

In a field historically dominated by men, Rosemary has built an impressive career in Supply Chain Management. With a Bachelor's in Technology (Production Engineering) and a Masters in Industrial Enterprise Management, she has always had a solid foundation in STEM. Yet, her path was not without challenges—especially as a woman in STEM in Kenya.

"It's no secret that women in STEM face more hurdles, from societal biases to limited mentorship," she acknowledges. "But these challenges shaped my resilience."

Sixteen years ago, she interviewed for an entry level role at KBL while expectant with her first child, a situation that would have dissuaded many companies from hiring her at that time. Yet, the organisation saw her potential and called her back for a subsequent interview just two weeks after giving birth. "This was a testament to the company living its values of inclusion and diversity, and I deeply appreciated this. They valued my skills and potential over the then circumstances," she recalls.

From the start, she had a clear ambition: to become a Supply Chain Director. EABL recognised her drive and supported her through functional trainings and mentorship programs as well as guiding her into key roles that would prepare her for this ambitious goal.

"I've been fortunate to hold various roles within the different facets of the Supply Chain within Plan, Source, Make and Move. Some of these roles were male dominated and were not easy, but were critical in shaping me in my journey towards my goal."



Sixteen years ago, she interviewed for an entry level role at KBL while expectant with her first child, a situation that would have dissuaded many companies from hiring her at that time. Yet, the organisation saw her potential and called her back for a subsequent interview just two weeks after giving birth."

Balancing career and family has been another challenge that she has had to manage. "There were moments when I had to make tough choices around certain roles and whether I was fully mobile to relocate to other markets. I do not regret those decisions— my family is my biggest priority.

Contentment with my value system helps me keep that balance," she says. Her focus on structure keeps her grounded. "I have had to be very organized in how I run my home."

This efficiency allows her to give her full attention to work without compromising on family time.

For young girls interested in STEM, her advice is straightforward: "Be clear about what you want, work hard, and don't be afraid to take your time. There's no substitute for demanding work—it opens doors. Also, find mentors and advocates who can guide you through the difficult times. I've been fortunate to have great mentors who believed in me even when I had doubts." She also emphasizes the importance of patience. "Your career doesn't need to move at lightning speed. Take it one day at a time, focus on learning, and understand that growth is a process."

Looking ahead, she has her sights set on a role in the Regional Supply Chain Team. "It's a goal I've had for years, and I know it's within reach," she says confidently. Her journey is one of resilience, structure, and a deep commitment to her values—a story that will inspire women, especially those pursuing careers in STEM, for years to come.



Women Building Women - the Spirited Women Network



The Spirited Women Network (SWN) was established with a clear purpose: to engage, retain, and develop female employees by providing them with a platform to thrive and an environment in which they can flourish. The network aims to inspire and motivate through the sharing of experiences, supporting career planning, personal development, and raising awareness on various health and career development topics. By hosting regular networking events and educational career sessions, the SWN seeks to ensure that diversity efforts are at the heart of the company and to inspire other employees. Internally, SWN has spearheaded the following:

One of the cornerstone initiatives of the SWN is **empowering women within the business**. This is achieved through targeted career support programmes, such as the "Personal Branding in a Digital World" session hosted by Waithera Kabiru, Digital Hub Lead Africa, and Isabel Massey, Global Media Director. Additionally, the International Women's Day (IWD) Roundtable featured speed dating breakfast conversations with EABL senior leaders, including keynote guests Risper Ohaga, Group Chief Finance Officer for EABL, and Ciru Waithaka, Managing Director for Anjiru Company. The roundtable sessions, which were steered by both female and male leaders at the organisation, covered essential topics such as:

- **Executive Presence:** Cultivating Confidence and Influence
- **Navigating the Workplace:** Overcoming Challenges and Building Support Networks
- **Women & Finance:** Empowering Financial Independence, and
- **Open-ended Discussion Table,** which was a Participant's Choice breakout session.



To foster a sense of community and fun, a Trivia Night (Ladies Night) hosted by Tanqueray was also organised, allowing participants to bond in a relaxed setting.

The SWN recognises that empowering women goes beyond career support and includes their overall wellbeing. Initiatives under this umbrella address flexible working, financial literacy, mental health, and social and physical wellbeing. Key programmes include:

- Understanding Mental Health Over a Woman's Lifetime
- Women & Money
- Parenting at Different Stages

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SWN also places significant emphasis on celebrating important awareness days and months to foster a supportive community. These include:



Galentine's Day: This focuses on women celebrating and appreciating their female colleagues at work, and exchanging gifts, including meeting at a central point at the office premises to celebrate and appreciate one another.

Mother's Day: In F24, Mother's Day was marked by various activities, including a few colleagues sharing their motherhood experiences.

International Day of Families: This day recognised the importance of families and highlighted climate change impacts, and was particularly timely given the recent floods in Kenya.



SWN extends its impact beyond the organisation by empowering women in the community. This includes supporting mentorship programmes for women and girls, and specific initiatives such as:



The International Day of Women and Girls in Sciences: Hosting university ladies in STEM programmes for a plant tour and a networking cocktail event with leadership and women in STEM careers.

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The Spirited Women Network has had a profound impact on both employees and the broader community. By creating spaces for learning, interaction, and support, the network has fostered a culture of empowerment and inclusivity. Through its diverse range of initiatives, SWN has successfully inspired women to take bold steps in their careers and personal lives, ensuring that they have the tools and support needed to succeed.

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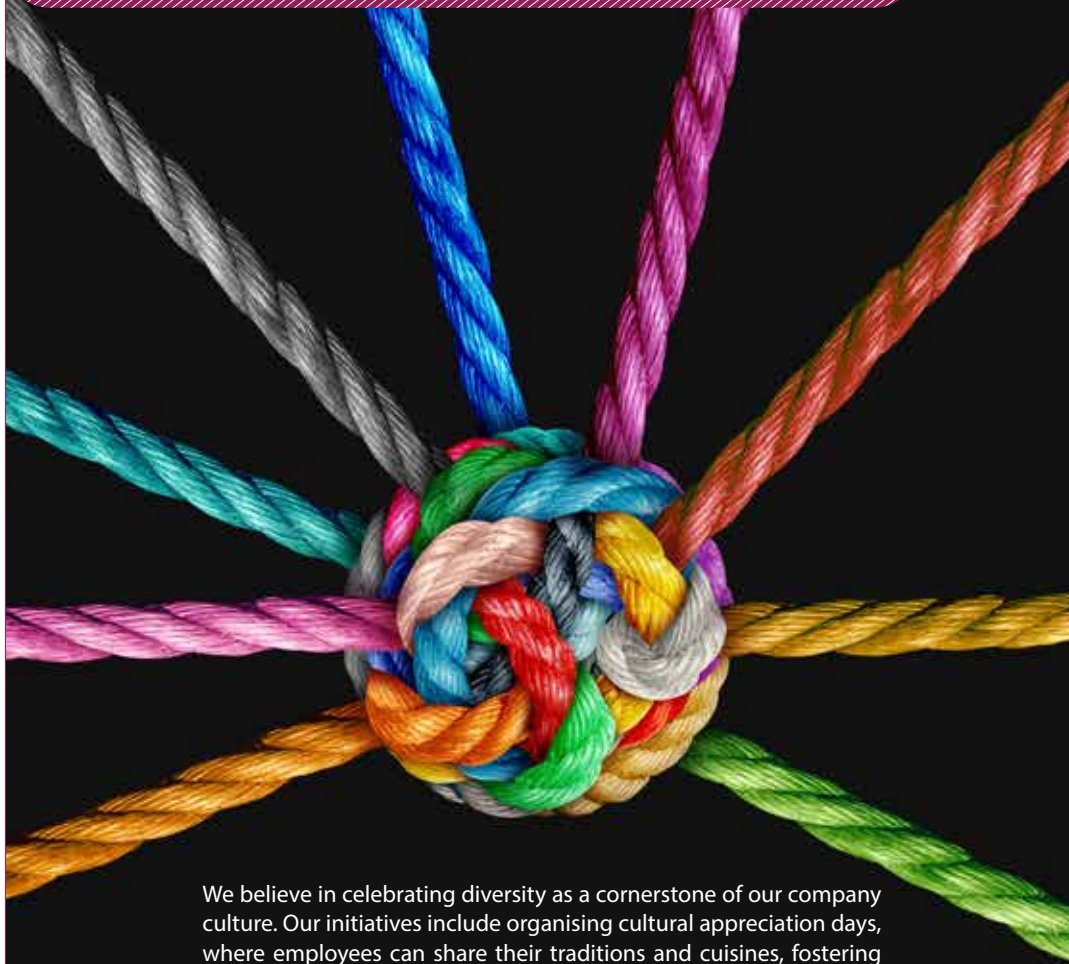
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We Celebrate Our Diversity



We believe in celebrating diversity as a cornerstone of our company culture. Our initiatives include organising cultural appreciation days, where employees can share their traditions and cuisines, fostering a greater understanding and respect among colleagues. We also host diversity training workshops to educate employees about the importance of inclusion and to address unconscious biases. Employee Resource Groups (ERGs) are another vital component, providing a platform for underrepresented groups to connect, share experiences, and advocate for positive changes within the company. These initiatives not only create a vibrant and inclusive work environment but also drive innovation and collaboration by bringing diverse perspectives to the table. Through recognising and celebrating our differences, we create a workplace where everyone feels valued and empowered to contribute their best.

Some examples of these initiatives include a digital campaign that UBL kicked off to profile female employees under the weekly Woman Crush Wednesday (WCW) postings.

Additionally, UBL shared a video series highlighting our newly launched production line that is predominantly controlled by women -75%. The video discusses the unique challenges faced by women in their STEM careers, motivating young women to shoot for the top.



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We Build an Inclusive Culture through Leading Progressive Policies and Guidelines

Our market-leading policies and practices are shaped by and for our people and allow us to continue to provide an environment where they are supported and cared for.



Dignity at Work Policy:

At EABL, we endeavour to provide a safe and supportive work environment and are guided by our Dignity at Work Policy. Harassment of any kind and nature is not tolerated. All employees are expected not to engage in discriminatory, bullying or retaliatory behaviour towards any colleagues or other individuals whilst at work or in the course of performing their work duties. This applies in work-related settings and outside the workplace, including business trips and work-related events.



Domestic and Family Abuse Policy:

EABL recognises that domestic and family abuse represents a significant social issue globally, and the devastating impact it has on the personal and professional lives of those who experience it. On 22nd March 2022, we launched our Domestic and Family Abuse Guidelines as a step towards our Inclusion and Diversity commitments and protection of Human Rights for our employees across the business. The business is committed to creating an inclusive culture, where our people feel valued, can thrive, allowing them to be their best – both at home and at work.



Menopause Guidelines: In line with our commitment to creating a supportive workplace where everyone experiences dignity and feels valued, respected and free to succeed, we have recently enacted Menopause Guidelines to raise awareness on menopause, including resources that may benefit employees who may be experiencing its impact. EABL launched its localised guidelines on 15th March 2022 during the International Women's Day staff engagement. The guidelines complement our ongoing commitment to creating a most progressive and inclusive culture.



A Focus on Women Leadership at EABL



Jane attributes her success to her purpose of growing people, constantly challenging those around her to be better versions of themselves. Mentoring others allows her to learn and be mentored in return.



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Our commitment to empowering women is reflected in our Board and senior executive team, where women hold the majority of positions. In fiscal 24, representation of women in leadership roles, including our Executive Committee, remained strong at 47%, against our 2030 ambition of 50%. With over 40% of our Board members and x% of our senior executives being women, we are not only setting a precedent for gender equality but also reaping the benefits of diverse perspectives in our strategic decision-making processes. This leadership composition has driven our innovation, resilience, and overall business success, positioning EABL as a leading example of women's leadership in the industry.

A recent study by S&P Global revealed remarkable findings about the impact of female leadership. Firms with female CEOs experienced a 20% increase in stock price momentum compared to their male counterparts during the first 24 months in office. Female CFOs brought even more significant impacts, with companies appointing women to top finance roles seeing a 6% increase in profitability and an 8% larger stock return over the same period. Over 17 years, firms with female CFOs generated \$1.8 trillion more in gross profit than their sector average.

Women in leadership often face numerous challenges, from breaking through the glass ceiling to balancing work-life demands in a traditionally male-dominated environment. We asked our leaders from management to the Board to share their journeys and how they have overcome these obstacles. Our MD and CEO, Jane Karuku, has been a business leader for more than 20 years.



47%

In fiscal 24, representation of women in leadership roles, including our Executive Committee, remained strong at 47%, against our 2030 ambition of 50%.

20%

Firms with female CEOs experienced a 20% increase in stock price momentum compared to their male counterparts during the first 24 months in office. Female CFOs brought even more significant impacts, with companies appointing women to top finance roles seeing a 6% increase in profitability and an 8% larger stock return over the same period.

Our CFO, Risper Ohaga, is a seasoned finance professional and one of our Board Members. Ory Okolloh Mwangi and Caroline Musyoka are transformative leaders who are on the EABL Board.

Jane attributes her success to her purpose of growing people, constantly challenging those around her to be better versions of themselves. Mentoring others allows her to learn and be mentored in return. Embracing unique gifts as a woman has been crucial for her, recognising that success is not just about strategic business decisions but

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also about acceptance as a leader and the influence she has on her team. Listening to staff and meeting them halfway has garnered significant support from her team.

"At EABL, inclusion and diversity are championed values. The company aims to promote gender equity through a role modeling mentorship programme, empowering young men and women to overcome unconscious bias. All departments are trained on unconscious bias, and targets for diversity have been set, with a goal of achieving a 50/50 hiring threshold by 2030".

Jane emphasizes the importance of approaching roles without considering gender. Viewing oneself as a leader rather than a woman leader prevents self-sabotage. Women face challenges such as unconscious bias, recruiting bias, and a lack of mentorship. Mentorship is crucial for growth, providing candid feedback that helps talent develop.

Women aspiring to break barriers and occupy decision-making positions should equip themselves with the right competencies and continuously learn and grow. Cultivating high emotional intelligence and building influence by being open and approachable are essential. Maintaining a feedback mechanism with trusted individuals helps stay on track and differentiate between valuable feedback and distracting noise.

Risper believes that a diverse and inclusive culture that mirrors the face of the markets we serve supports better financial performance for organisations. Women's participation is particularly relevant today, as finance functions of the future prioritise transformation, which is fundamentally about people management. Women can drive change effectively in this context.

Risper advises women to have the courage to speak up and make their ambitions known. "I encourage women to cultivate the courage to speak up and boldly express



At EABL, inclusion and diversity are championed values. The company aims to promote gender equity through a role modeling mentorship programme, empowering young men and women to overcome unconscious bias. All departments are trained on unconscious bias, and targets for diversity have been set, with a goal of achieving a 50/50 hiring threshold by 2030".

their ambitions. When we confidently share our goals and aspirations, we can break down barriers and create opportunities in both their personal and professional lives."

She advocates for a future where women are unafraid to take the lead, challenge the status quo, and make their mark on the world. She also emphasises the importance of taking deliberate actions to consistently build one's knowledge and skills. At the same time, Risper credits the power of a supportive partner and family: "A nurturing family and ecosystem are essential foundations for empowering women to achieve their ambitions and thrive in leadership roles. When women are surrounded by a network that believes in their potential and actively encourages their growth, they are more likely to overcome challenges and seize opportunities. This foundation provides the emotional, intellectual, and, often, financial support necessary for women to take bold steps in their careers and personal lives. By cultivating such an ecosystem, we create a ripple effect, enabling women to inspire, mentor, and pave the way for future generations of female leaders."

Similarly, Ory emphasises the value of nurturing and mentoring others. "It is important to have people around you who really believe in you." She highlights the importance of empathy from male colleagues in improving women's work life. By understanding and



Risper advises women to have the courage to speak up and make their ambitions known. It is also important to be deliberate and take actions to consistently build your abilities.



Carol is a passionate advocate for inclusion and diversity, especially in boardrooms. She is known for pushing boundaries and advocating for transparency, accountability, and inclusivity at the boardroom level. Her bold leadership style, coupled with a deep understanding of governance structures, has positioned her as a thought leader who inspires organisations to rethink their governance strategies.

acknowledging the unique challenges that women face, male colleagues can help foster an environment where women feel valued and respected. This support can lead to increased job satisfaction, better teamwork, and higher, overall productivity. At the same time, reflecting on her career, she wishes she had known how to “manage up” and realised that the working world requires more than just letting one’s work speak for itself. This crucial skill involves effectively communicating with and influencing those in higher positions, ensuring that one’s contributions are recognised and valued. Building relationships with senior leaders, understanding their expectations, and aligning one’s efforts with the broader organisational goals are essential for career advancement. Ory advocates for equal pay for equal work to support women in the workplace.

Carol knew from an early age that she wanted to be a lawyer, but her path to success wasn’t without its challenges. A high school teacher once casually dismissed her potential, remarking she was “beauty but no brains,” a comment that threatened to derail her ambitions. Those words echoed in her mind for years, almost becoming a self-fulfilling prophecy. “It’s funny how the labels people place on you can stick, even when you know they’re wrong,” Carol reflects. “I had to fight to reclaim my own narrative.” Despite the doubts planted in her heart, she pushed forward, earning her law degree and proving not just to herself but to those around her that no one else could define her. “Never underestimate the power of someone to try and write your story for you,” she says, “but never forget that the pen is still in your hand.”

Now a successful corporate governance provocateur, a title she has earned through years of challenging traditional practices, Carol is a passionate advocate for inclusion and diversity, especially in boardrooms. She is known for pushing boundaries and advocating for transparency, accountability, and inclusivity at the boardroom level. Her bold leadership style, coupled with a deep understanding of governance structures, has positioned her as a thought leader who inspires organisations to rethink their governance strategies.

These insights underline the importance of embracing diversity and fostering an inclusive environment to drive business success and empower women in leadership roles.



Ory emphasises the value of nurturing and mentoring others. “It is important to have people around you who really believe in you.” She highlights the importance of empathy from male colleagues in improving women’s work life. By understanding and acknowledging the unique challenges that women face, male colleagues can help foster an environment where women feel valued and respected.

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Men as Active Partners in Enabling Women's Inclusion in the Workplace

Men play a crucial role in fostering an inclusive workplace that supports and advances women's inclusion. Their active participation and advocacy are essential in creating an environment where gender equality thrives.



Men can serve as powerful allies by advocating for gender equality and supporting initiatives that promote women's inclusion. Their voices can help raise awareness and drive organisational change.



By mentoring and sponsoring female colleagues, men can provide guidance, support, and opportunities for career advancement. This helps women navigate professional challenges and reach leadership positions.



Men can actively challenge and address gender biases and stereotypes within the workplace. By fostering a culture of respect and inclusivity, they can help create an environment where everyone feels valued and empowered.

Some of EABL's male leaders have taken the front seat to driving inclusion and diversity through their leadership in the Spirited Women's Network (SWN) and pioneering graduate programmes focused on women.

As a Sponsor of SWN, Eric Kiniti, EABL's Corporate Relations Director, actively champions initiatives that foster a culture of inclusion, ensuring that diverse perspectives are represented at every level of the organisation.

On the other hand, KBL's Commercial Director, Joel Kamau, has pioneered the All-Ladies Commercial Graduate Programme, an initiative designed to empower young women entering the manufacturing industry. Through this programme, female graduates gain valuable experience and leadership skills, helping to bridge the gender gap in commercial roles and advancing the company's commitment to gender equity.



Additionally, Joel has pioneered the 'Ceiling Shatters' initiative within the Commercial Team, whereby all ladies in the department come together quarterly to discuss matters to do with women empowerment covering themes such as personal and financial growth, career development and work life integration among others. Introduced in 2021, the initiative is also a platform where the ladies at the department talk about vulnerable topics and seek solutions together.

Meet some of our Leaders:



Being the Executive Sponsor of the Spirited Women Network has been incredibly rewarding. It's not just about supporting my female colleagues but actively participating in creating a more equitable workplace for everyone. Through our initiatives, I've seen firsthand how men can play a pivotal role in driving change, whether it's by mentoring, advocating for equal opportunities, or challenging biases. Our collective efforts have led to a more inclusive environment where everyone feels valued and empowered. I'm proud to be part of a group that is making such a significant impact."

Eric Kiniti,

Group Corporate Relations Director,
EABL.



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Doing life, both at work and at home, surrounded by professional ladies, reminds me that they have earned a place at the table. This is also affirmed by my two lovely daughters whom I am preparing in life to also earn a place at the table, in the future, through the right upbringing and skills. I, therefore, continue to run the 'Ladies Commercial Graduate Program', so as to open doors for more ladies to join our organization, and foster a culture where everyone has the opportunity to succeed. I am a firm believer that inclusion is not exclusion. I am, therefore, very committed to ensure that the full Commercial Team finds equal opportunities for both men and women."

Joel Kamau,
Commercial Director, KBL.

The Inclusion of Women does not translate to the Exclusion of Men:

Man-Talk and Men@Work:

During the COVID 19 period, the **Commercial Department**, at KBL, started the **Man-Talk** platform necessitated by the fact that men needed a forum to discuss various matters affecting them, and how to navigate life following the impact and change that was brought by the pandemic.

They discussed various aspects such as managing households and finances during difficult times, thriving in relationships and marriage, as well as navigating the challenges that came with working from home.

Additionally, being a Commercial-specific forum covering the Sales Unit - Front and Back Offices, and the Customer Marketing and the wider Marketing Units, the men felt the need to get together and discuss various opportunities and challenges that come with being part of the organization's Commercial team.



This forum is still running having achieved great strides in mentoring, coaching and empowering the men in the Commercial Department.

Ranging from opportunities for career growth given the wide experiences that the total Commercial team is exposed to, to tackling challenges that come with frequent travel and high-speed work environment, the men deemed it fit to get together and share experiences and learnings. This forum is still running having achieved great strides in mentoring, coaching and empowering the men in the Commercial Department. In addition to virtual meetings, physical meetings happen at least twice a year and these platforms are also used to celebrate each other's achievements.

Following the successes of Man-Talk, the **Men@Work** forum was started in F24 pursuant to EABL's commitment to inclusion and diversity. Whilst Man-Talk is for a specific department, Men@Work is open to all men at KBL and enables them to be the best version of themselves. The launch of Men@Work was centered around 'The all-round winning man' focused on strengthening the foundations essential for men to discover and live their purpose.

Key focus areas include:

Health and wellness
(mental, physical, emotional)

Finance + Investment

Relationships
(family, platonic)

Career development

All men across the organization at KBL are members of the Men@Work platform. In June this year, a Men@Work debut event was held bringing together over 300 men. A renowned external speaker on 'men matters'

was invited and covered aspects of fatherhood, family, health and wellness among others.

In F25 a number of activities have been planned to continue bringing KBL men together to tackle various challenges that they face, as well as tap into the various opportunities that are available for them. Sticking to the four focus areas, the Men@Work Committee is working on relating how the four focus areas impact personal and business performance. The Committee is also organizing on-venue forums, offsites and sports activities among others.

The platform continues to offer a safe place for men, at KBL, to be open and vulnerable with each other, and in the process, enhance both their career and personal lives experiences.



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Meet some of our Leaders:



I am proud to be an advocate for Inclusion and Diversity in the workplace. As a sponsor for Men@Work, I believe that when every voice is heard and valued, we create a stronger, more innovative team. I truly think that this is why EABL continues to execute as a high-performing team. It's not just about representation—it's about fostering an environment where everyone has the opportunity to thrive and contribute to our shared success."

Nadida Rowlands,
Group Legal Director, EABL.



Diversity of Experience as a Catalyst for Inclusion and Diversity

The value of diverse cultural experiences in the workplace cannot be overstated. When employees are given the opportunity to work in different departments, and countries, and immerse themselves in new cultures, they gain invaluable perspectives that enhance creativity, problem-solving, and collaboration. Employees exposed to international work environments tend to be more adaptable, open-minded, and innovative, which are critical assets in today's global economy. Cross-cultural experiences also foster a deeper understanding of global markets, helping organisations to better tailor their products and services to diverse customer needs. These employees also develop strong communication and leadership skills, becoming more effective in managing diverse teams. For the organisation, this translates into a more agile, culturally aware workforce that is better equipped to navigate the complexities of global business, driving both innovation and growth.



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Eric Kanja, Finance and Strategy Director for KBL, has built a strong reputation for driving transformation across sectors. "My journey, from the Oil and Gas sector to leading Supply Chain Finance, Business Partnering, and Commercial Value Proposition, has been transformative for our stakeholders and me. You can see firsthand how our efforts have changed people's lives, from a logistics ecosystem supporting over 2,500 workers to 40,000 contracted small-scale farmers and over 150,000 people employed directly and indirectly by bars and outlets," he says.

Eric's leadership journey took an unexpected but transformative twist when he was offered the opportunity to work in Japan for three years as the Finance and Strategy Director for Diageo Japan.

"Moving to Japan was a challenge—personally and professionally," he shares. "The language barrier was tough, and their approach to business was unlike anything I had encountered before. But it was in that immersion where I truly grew." Japan's focus on process, relationships, and long-term vision reshaped how Eric approaches leadership. "What struck me most was the emphasis on building trust and emotional intelligence rather than just focusing on profits. That cultural shift was a game-changer for me."



Inclusion and diversity are cornerstones of Eric's leadership philosophy. "Diverse teams bring richer ideas, better problem-solving, and a wider range of innovation".

Eric has continually challenged the status quo, leveraging his experiences across industries to drive innovation. "I've always believed that taking risks and embracing new environments is essential for growth. My time in Japan was not just a personal leap; it became a turning point in how I lead and inspire others," he reflects. His success, both in navigating a new culture and leading teams back home, demonstrates the power of diverse perspectives in fostering individual growth as well as organisational success.

Inclusion and diversity are cornerstones of Eric's leadership philosophy. "Diverse teams bring richer ideas, better problem-solving, and a wider range of innovation". Diverse experiences and perspectives are key in shaping the next generation of finance leaders who are adaptable, inclusive, and prepared for global challenges. "I am really proud to be a part of an organisation that gets this. I am the leader I am because of transformative, immersive experiences like this, and I am grateful to always be presented with chances to grow."

Eric's journey is one of resilience, adaptability, and a deep commitment to driving change through inclusion. As he continues to lead with purpose, he remains focused on shaping a future where diversity is not just recognised but celebrated as a key driver of success. His story serves as an inspiring testament to the power of inclusion and diverse experiences in shaping dynamic, forward-thinking leaders in today's global landscape.

Eric Kanja,
Finance Director, KBL



For over two decades, Alvin Mbugua has navigated the complexities of corporate leadership across diverse markets. His journey has exposed him to over 40 markets, with a total of 14 years spent abroad. His most recent experience as the Managing Director of Diageo's Caribbean and Central America team in Panama was a unique experience that profoundly shaped his leadership style.

"I am never the same person after every assignment," he reflects, describing how each new challenge enriched his understanding of leadership, people, and himself.

Leading a team of 22 different nationalities in Panama expanded his leadership abilities in ways he never anticipated. "When you work with that level of diversity, you quickly realise that no one approach fits all," he explains. "Different cultures have different ways of communicating, contributing, and problem-solving. My job was to ensure everyone felt empowered to bring their best to the table."

Alvin learned that while some team members thrived in open discussions, others—particularly those from cultures where voicing opinions isn't the norm—needed a different environment. "I started holding smaller group meetings because I found that quieter members were more forthcoming in those settings. It allowed them to share their insights in a way that felt more comfortable. That was when their brilliance truly shone."



Humility has played a big part in his leadership. "I've made mistakes, and I'm the first to own them. You can't lead effectively if you're not willing to admit when you're wrong. In fact, it's in those moments that you gain the most respect from your team." For him, leadership is as much about learning from others as it is about guiding them.

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One of the key lessons he's learned is about tolerance and how it's intrinsically tied to inclusivity. "We all bring unconscious biases to work, and strong leaders know how to acknowledge those biases rather than ignore

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them. The real magic happens when you leverage different strengths within your team."

For Alvin, creating space for diversity to flourish has been central to his success. "Facts tell, stories sell," he says. "When people are able to bring their stories, their backgrounds, and their unique perspectives, the results are extraordinary."

Alvin's career is a testament to the power of diversity, tolerance, and purpose in leadership, and his story is far from over.

"Looking ahead, I believe the corporate world must evolve to embrace true inclusion and diversity, where leaders are judged by their ideas, values, and impact. My vision is for a future where global mobility is seamless for all, where no one walks into a room having to prove they belong.



For Alvin, creating space for diversity to flourish has been central to his success. "Facts tell, stories sell," he says. "When people are able to bring their stories, their backgrounds, and their unique perspectives, the results are extraordinary."

By fostering environments that celebrate different perspectives and actively dismantle stereotypes, we create spaces where everyone can thrive, innovate, and lead with confidence."

Alvin Mbugua,
General Manager, Spirits, EABL



Using the Power of our Brands



A Tale of Kenyan Pride and Progress: Tusker's Commitment to Sustainability

In the vibrant heart of Kenya, a remarkable journey unfolds, intertwined with the essence of the nation itself. Tusker beer, a cherished symbol of Kenyan culture, embodies the spirit of its people—resilient, vibrant, and proud. More than just a beverage, Tusker represents a commitment to sustainability, inclusivity, and social empowerment, meticulously weaving a rich tapestry that honours both tradition and innovation.

As the world eagerly anticipated the 2024 Olympics, Tusker recognised a unique opportunity to amplify its mission of empowerment. In collaboration with Home254, an organisation dedicated to uplifting local seamstresses, Tusker launched a project that celebrated the depth of Kenyan heritage. This partnership resulted in a beautifully curated travel kit, each piece a testament to the artistry of local artisans. Among its treasured items was a remarkable tech bracelet, crafted in collaboration with a female-led tech company. Adorned with vibrant Maasai beadwork created by local Maasai women, the bracelet mirrored the colours of the Kenyan flag and Tusker's branding, becoming a powerful symbol of pride—an exquisite blend of tradition and modernity.

Tusker's commitment to social impact extended far beyond this initiative. Embracing its role as a supportive ally, Tusker rallied behind the athletes of the Paralympics, celebrating their determination and achievements in Paris. The return of the Kenyan Olympians, with an impressive tally of 11 medals, filled the nation with pride and gratitude. Among their champions, the all-female volleyball team, the Malkia Strikers, emerged as shining stars

after successfully qualifying for the Olympics. To bolster their readiness, Tusker proudly sponsored them with Kshs5 million, ensuring they had the necessary support for training, nutrition, and physiotherapy—a true demonstration of Tusker's dedication to empowering women in sports.

These transformative initiatives illustrate how Tusker has transcended its identity as a mere brand to become a catalyst for meaningful change within Kenya. By fostering partnerships with local businesses and championing women's empowerment, Tusker has nurtured a culture of inclusivity that resonates deeply within communities. This narrative of Kenyan pride and progress is not just about the refreshing taste of a cold beer; it is a story of inspiration, igniting hope, and creating a legacy that will endure for generations.

With every sip of Tusker, there lies a profound story of resilience, empowerment, and an unwavering commitment to a brighter tomorrow. It invites all Kenyans to unite in celebration of their heritage, while simultaneously envisioning new horizons for the future. Through Tusker, the heart of Kenya beats strong, echoing a promise of sustainability and shared progress.



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Meet some of our EABL Family:



We truly appreciate SBL for bringing us this project here in Kabila. Through this project, women like me have been empowered. We are no longer just passive beneficiaries; we now have a voice in our communities. When we speak, we are heard. The dignity and confidence that clean water has brought into our lives are invaluable."

Sarah Mussa Mpemba
— WASH Trainee in Kabila, Mwanza



Joining the company through the interns with disabilities programme has been a rewarding journey. It's inspiring to work for an organisation that truly values inclusion and diversity, not just as a policy but as a core principle. By enabling an accessible environment, the company has enabled me to contribute meaningfully in my role in the Sales Department and grow my career. It's also been fulfilling to see how my experiences have helped shape the business's approach to accessibility and inclusion, making the workplace better for everyone. I am proud to be part of this sustainable and inclusive organization, where each person's potential is nurtured and celebrated."

Julius Mubiru,
— Market Development Representative, Key Accounts



I intend to modernise agriculture in my community by introducing irrigation schemes in Nguruka Ward to maximise farmers' output so that they can benefit more from their efforts"

Ruhigo Mayala
— Kilimo Viwanda Beneficiary

Looking Ahead to F25

We will continue to focus on onboarding more diverse suppliers onto our supply chain, including our farmer partners with disabilities across the region.



12 UBL, through its partnership with the Mastercard Foundation, aims to increase its recruitment of persons with disabilities to twelve for a 12-month work experience.



Pillar: Pioneer Grain to Glass Sustainability

Context and emerging trends

Progress from 2023 to 2024

How we are achieving our targets

- Our Initiatives
- Using the Power of our Brands
- Meet our People



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Our business depends on natural resources, and we are directly affected by changes in climate and the related challenges of water stress and nature loss. From the onset of 'Spirit of Progress', we categorised our impacts and set ambitious targets through a "Pioneer Grain to Glass Sustainability" approach that addressed the following sub-pillars:



**Preserve
Water for Life**



**Accelerate to
a Low Carbon
World**



**Become
Sustainable
by Design**

However, in fiscal 24, we have reconsidered the underlying targets in our three pillars and decided to refocus our priority areas. Our objective has been to direct our resources towards those areas where our learnings and engagements with stakeholders tell us we have the best opportunity to mitigate the highest risks and deliver the highest impact. Our review has also considered preliminary results of a refreshed materiality assessment.

The issues surrounding climate change are complex, making progress against our ambitious targets challenging, for example, in the measurement and reduction of Scope 3 greenhouse gas emissions. As we become more advanced in understanding our impacts and taking action to address them, we will also evolve our practices and metrics. We regularly review our Grain to Glass Sustainability strategy, and in fiscal 24, we further refined it to accelerate our water ambitions and our carbon focus.



**Preserve
Water for Life**



**Accelerate to
a Low Carbon
World**



**Become
Sustainable
by Design**



**Preserve
Water for Life**



**Accelerate to
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We have also reconsidered how we prioritise and report on our most important topics, focusing on our priority performance targets. Performance against supporting goals, including some of our packaging and waste targets, have been included under Accelerate to a Low Carbon World.

Our refined action plan focuses on two key areas: **water and carbon.**



Preserve Water for Life

Context and Emerging Trends

Water is our most important natural resource and water stress is a growing challenge in many countries. Preserving it is crucial to our communities and business – and remains a strategic priority for us, especially in water-stressed areas.



Water scarcity in Africa is expected to reach dangerously high levels by 2025.

East Africa's freshwater resources are among the lowest in the world, decreasing by two thirds in the last 40 years.

Studies suggest that East Africa water resources are expected to drop further by 50% by 2050.

'Preserve Water for Life' outlines how we'll manage water in our supply chain, operations and communities, as well as advocate collective action to improve water outcomes.

Progress from 2023 to 2024



F24 Investment:

403,908 m³

Replenish more water than we use for our operations for all our sites in water-stressed areas by 2026. In F24 we replenished 403,908 m³.

We will be accelerating our efforts to maximise our stewardship of this precious resource, prioritising water efficiency in our operations, replenishment across our water-stressed communities and collective action to improve water accessibility, availability and quality as pre-eminent performance targets.

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OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	OUR F24 TARGET	OUR F24 ACTUAL	CUMULATIVE TARGET TO DATE	CUMULATIVE ACTUAL TO DATE
Improve water efficiency in our operations by 40% from the baseline level of 3.75l/l.	Litres of water used per litre of packaged product (l/l)	3.07	2.98	3.05l/l - 20% reduction from the F20 baseline of 3.75l/l	2.98l/l - 20% reduction from the F20 baseline of 3.75l/l
SDG alignment: 					
Replenish more water than we use for our operations for all our sites in water-stressed areas by 2026.	Volume of water replenished (m³)	361,217	403,908 m³	100% - of water used every year.	2,197,309 m³
SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1  					
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, ensuring there are empowered individuals, both men and women, supervising water committees.	Number of individuals in WASH Committees	176 individuals in WASH Committees	Number of individuals on WASH Committees 310	176 - in F24 EABL has shifted its focus to empowering women in WASH committees with a target of having 176 women in the committees across the region.	An important part of our approach on water is that it remains people- centric. We have committed to providing access to clean water, sanitation and hygiene (WASH) to our communities. In fiscal 23, Dia-geo Global achieved the 2030 target, meaning all nine of the markets included in our target, invested in WASH projects since 2020. Given that our communities are still under significant water stress, EABL will maintain this commitment, investing every year to 2030 in communities where access to WASH is a risk. EABL will also continue to focus on ensuring that its water projects are supervised by empowered individuals, both men and women.
SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1  					
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.	Water collective actions projects completed (%)	2	2	2 - The Collective Action programmes are currently at KBL and UBL.	Our collective water action programmes, in partnership with the Upper Tana-Nairobi Water Fund Trust in Kenya and Aid Environment in Uganda, are ongoing with the various KPIs for F24 on tree planting, digging terraces, planting grass strips, soil health improvement and the installation of water pans achieved.
SDG alignment: 6.1; 6.2; 6.5; 6.6; 6A; 6B 					

- Cumulatively, we have achieved 2,197,309 in m³ of water replenished from June 2021 to June 2024.
- We have significantly improved our water efficiency per litre of water per litre of packaged product year-on-year, surpassing our annual targets.

How we are achieving our Targets

Driving Efficiency at our Sites

KBL: KKBL's Supply's structure is organized into four sites namely: -

Tusker Site – Located at Ruaraka, our Tusker Site brews and packages beer, mainly the Lagers, Stouts and Ciders, as well as the Ready to Drink brands (RTDs). The beverages are packed in returnable glass bottles and kegs, with some brands packed in cans. Our Tusker Plant produces and packages beverages for both the local market and for export in the Great Lake Region for countries such as Rwanda and Southern Sudan. Some of the products, such as Kenya's most loved beer, Tusker, is also exported to the UK and US. The site is manned by about 2,000 full-time and contract-based employees, as well as service providers.



Kisumu Site – Named Diageo's Best Brewery in 2022, the Kisumu Plant is located at Makasembo. The plant mainly brews and packages the Senator Keg brand - Senator

Dark and Regular - in returnable kegs. Unlike at the Tusker site where the grain is received and processed at the East African Maltings Limited, EAML, and then dispatched to the Tusker site, at the Kisumu site, the full production process - from receiving and handling of the grain, to the brewing of the beer - happens at the site.

The raw material for brewing Senator Keg is sorghum, which is mainly sourced from a network of over 40,000 farmers in the Western Kenya region. Some of the brewing byproducts are returned to farmers, within the region, for use as dairy and poultry feed. There are about 400 full-time and contract-based employees, as well as service providers, working at the Plant.

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UDV Site – Also located at Ruaraka, our UDV Site blends and packages spirits brands, mainly local brands such as Chrome Gin, Chrome Vodka, Triple Ace and Kenya Cane, among others. The site is manned by about 300 full-time and contract-based employees, as well as service providers.



East African Maltings Limited (EAML)

– Located at Nairobi's Industrial Area, EAML is an agri-business site that sources and processes grain, mainly barley and sorghum, for beer manufacturing. All grain used for beer manufacturing at the Tusker Site is received at the EAML site. Here, the sorghum is analysed and cleaned for dispatch to the Tusker Site, and the barley is malted and also dispatched to the Tusker Site for the rest of the production process. The site is manned about 40 full-time and contract-based employees who are experts in engineering and production, as well as service providers.

Efficiency at our Sites



Following KBL's investment in state-of-the-art water recovery plants at the Kisumu and Tusker sites, we continue to treat the waste water from our sites via recovery and purification technology before leaving our sites.

313,131 m³

At the Tusker Plant, we have recovered 247,410 m³, compared to 192,376 m³ in F23, which represents a 29% increase. At the Kisumu Plant, we have recovered 65,721 m³, compared to 59,653 m³ last year, which is equivalent to a 10% increase.

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SBL: SBL's Supply Structure consists of three sites in Dar es Salaam, Moshi and Mwanza.



Dar es Salaam Site - Located at Chang'ombe, in Dar es Salaam's industrial area, the site produces some of Tanzania's favourite beers such as Serengeti Premium Lager and Serengeti Premium Lite. From the receipt of the grain, to analysing, cleaning it to the brewing of the beer, the end-to-end production of the beverages happens at the site, which is manned by about 433 full-time and contract-based employees working at the Plant.



Moshi Site – Our Moshi Site stands out within Diageo, and the wider manufacturing sector in Tanzania, as a Site that led in the recruitment of women in the brewing, and manufacturing sectors in general. The Site continues to pride itself as the only Plant within Diageo to have a women-run Spirits Line. Spirits such as Bongo Don, Captain Morgan and Smirnoff

Extra Smooth are produced at the Plant. Additionally, beer brands such as Serengeti Premium Lager, Serengeti Premium Lite, Serengeti Premium Lemon, Kibo Premium, Guinness Smooth, Guinness Foreign Extra Stout and Pilsner Lager are produced at our Moshi Site. It is manned by about 240 full-time and contract-based employees working at the Plant.

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Mwanza Site – The Mwanza Site stands out for the production of the Serengeti Premium Lager, Serengeti Premium Lite and Pilsner Lager brands. As is the case with both our Dar es Salaam and Moshi sites, the Mwanza Site has also offered employment to hundreds of individuals within the region. There are about 197 full-time and contract-based employees working at the Plant.

Efficiency at our Sites



At SBL, our water usage ratio was 4.03 L/L, representing 93% of our 3.75 L/L target. We continue to take a functional approach to determine and reduce our footprint as well as our exposure to various risks at our sites.

- We are consistently engaging directly with our farmers as part of our mandate to identify potential disruptions and ensure that our farmers, through the agribusiness teams, have access to extension services.
- We use recyclable packaging material, prioritising materials that have a lower environmental footprint.

In the future, we are keen to follow in the footsteps of KBL and UBL and invest in biomass to fuel our operations. We are also looking at reducing our carbon footprint by shifting our forklifts to electric power.

93%

At SBL, our water usage ratio was 4.03 L/L, representing 93% of our 3.75 L/L target. We continue to take a functional approach to determine and reduce our footprint as well as our exposure to various risks at our sites.

UBL: UBL's Supply Structure consists of two sites: Port Bell Brewery and International Distilleries Uganda.



Port Bell Brewery – This Site is renowned for its production of some of Uganda's most loved beer brands such as Bell, Guinness, Pilsner and Smirnoff ready-to-serve range. The full brewing production process of the beverages is done at the site at which about 900 full-time and contract-based employees work.

International Distilleries Uganda – This Site produces UBL's renowned spirit brand, Uganda Waragi. Other brands such as V&A, Gilbey's, and Don are also produced at the Site. There are over 70 full-time and contract-based employees working at the site.

Efficiency at our Sites



UBL has invested in state-of-the-art water recovery plants at the Port Bell Brewery and International Distilleries Uganda. The investment continues to yield significant water recovery results. During the year, UBL recovered 149,213 m³, compared to 137,006 m³ in F23, which represents a 9% increase..

2.34 l/l

Additionally, UBL has delivered a water performance KPI of 2.34 l/l of product produced compared to 2.86 l/l last year.

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Our Water for Life Projects

Under the Water for Life banner, we are implementing a series of community-based water projects aimed at providing a safe, reliable and sustainable supply of water to communities across East Africa.



KBL: KBL launched new partnerships and investments to scale our WASH projects. They provided support to Ngara Girls' Secondary School, which has been facing challenges due to a severe water shortage. The unreliable piped water supply makes it difficult for the students to maintain proper hygiene and poses challenges in menstrual hygiene management, particularly in an all-girls school context. To address this pressing issue, the EABL Foundation allocated Kshs 7.5 million to fund the drilling of a borehole, the installation of a solar-powered pump, and the raising of an elevated steel tank. This significant investment has played a pivotal role in ensuring sustainable and reliable water for Ngara Girls School. The project benefited about 1,400 students, 85 teachers, 45 support staff, and 55 dependents.



7.5mn

The EABL Foundation allocated Kshs 7.5 million to fund the drilling of a borehole, the installation of a solar-powered pump, and the raising of an elevated steel tank.



1,400

The project benefited about 1,400 students, 85 teachers, 45 support staff, and 55 dependents.





SBL: This year, SBL, in its continued efforts to address water challenges and provide clean and safe water to Tanzanian communities, committed Kes 11 Million (Tshs. 195.3 Million) to construct a borehole in Magu District, Mwanza region. The project, which is being implemented in partnership with AfricaI and the local government in the district, commenced in December 2023 and is now completed and ready to be commissioned in June with a capacity to hold 87,000 cubic meters of water and provide clean water to 11,000 men, women, and children of Magu district. Known as the Kabila Water supply project, it involved activities of the installation of a submersible pump in the borehole, construction of a pump-house, a water storage cement block tank, a pipe network and 13 new water points linked to other existing water points.



87,000m³

The project, which is being implemented in partnership with AfricaI and the local government in the district, commenced in December 2023 and is now completed and ready to be commissioned in June, with a capacity to hold 87,000 cubic meters of water and provide clean water to 11,000 men, women, and children of Magu district.

UBL: In fiscal year 24, UBL scaled its activities in enhancing water and sanitation for local communities. UBL handed over 10 boreholes worth Kes 11.6 Million (UGX 307 Million) in the Teso region's districts of Kapelebyong, Katakwi and Bukedea. These boreholes will serve over 4,800 people in the districts.

4,800

These boreholes will serve over 4,800 people in Kapelebyong, Katakwi and Bukedea districts.

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Scaling Partnerships

In a world where water resources are becoming increasingly scarce, partnerships play a critical role in driving water conservation and preservation efforts. Collaborative initiatives between governments, non-profit organisations, businesses, and local communities, are essential to address the complex challenges associated with water management. These partnerships harness the strengths and resources of each stakeholder, creating comprehensive strategies to protect and sustainably manage water resources. By pooling resources, sharing knowledge, and aligning goals, we prioritise collaboration to create sustainable solutions that ensure the availability and quality of water for future generations.

For example, KBL held a pre-World Water Day corporate breakfast to launch its Kshs 60 million investment in a multi-stakeholder Basin Champion project at Upper Tana. The breakfast meeting served as a platform for KBL to emphasise its water stewardship ambition by supporting basin-wide, multi-stakeholder collaboration to address broader systemic water risks in the Upper Tana. The event brought together over 100 stakeholders from various sectors including government officials, private sector representatives, NGOs, corporate institutions and KBL's executives. The event provided a platform for dynamic conversations surrounding the interplay between water sustainability, corporate responsibility, and government collaboration.



Kshs 60 million

KBL held a pre-World Water Day corporate breakfast to launch its Kshs 60 million investment in a multi-stakeholder Basin Champion project at Upper Tana.



Creating Inclusive Communities Through WASH

We champion inclusion and diversity in the communities connected to our production sites and sourcing areas. We work with WaterAid and CARE International to ensure that when we provide Water Sanitation and Hygiene (WASH) to communities in water-stressed markets, we also facilitate community dialogues to tackle social norms that prevent women's equal access to and agency over WASH. We do this because we believe that women's decision-making in water management is crucial for sustainable development, particularly in Africa, where women are primarily responsible for water collection and use in households and agriculture. Empowering women to participate in water management decisions leads to more effective and equitable resource distribution.

Studies show that when women are involved in water management, projects are 6-7 times more effective than those without their input - Stockholm International Water Institute, 2022. In Africa, women account for 70% of the agricultural labour and are the main stakeholders in water usage, yet they often lack representation in decision-making bodies. Enhancing women's roles in water management not only ensures better resource management but also promotes gender equality and improves community health and economic outcomes.

This year more than 50% of WASH committee members were women across our programmes in our region. We are also applying this approach to our work with smallholder farmers to provide equal access to agricultural training and resources, for women, youth and people with disabilities.



70%

In Africa, women account for 70% of the agricultural labour and are the main stakeholders in water usage, yet they often lack representation in decision-making bodies.



We work with WaterAid and CARE International to ensure that when we provide Water Sanitation and Hygiene (WASH) to communities in water-stressed markets, we also facilitate community dialogues to tackle social norms that prevent women's equal access to and agency over WASH.



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Context and Emerging Trends



1-1.5°

We are already experiencing warming of 1-1.5° above pre-industrial times.

East Africa is highly vulnerable to the impacts of climate change and, according to the latest Intergovernmental Panel on Climate Change (IPCC) Report, we are already experiencing warming of 1-1.5° above pre-industrial times. We work with our whole value chain to look after the people and resources that contribute to our success. We're engaging with suppliers to identify common challenges and accelerate our journey to net zero together. As we grow, reducing emissions and the consumption of raw materials are among our biggest challenges. It's why we take an integrated approach to Sustainability – making improvements and launching initiatives that support climate, water and biodiversity.

Progress from 2023 to 2024

We will continue our focus on reducing emissions in our direct operations, investing in energy efficiency and switching to renewable energy. We will continue to work with our suppliers to decarbonise, while refocusing our supply chain efforts on areas where we exert the most control and those categories of emissions which are most material to our footprint.

Our efforts to reduce emissions are supported by key packaging targets, including reducing packaging weight and increasing recycled content, for which we will continue to provide quantitative data. We also strongly believe that our regenerative agricultural programmes will reduce carbon emissions and address water stress and nature loss over the longer term. Other supporting targets relating to our efforts to reduce carbon emissions, including renewable energy, our work with smallholder farmers, and other packaging and waste targets, will continue to be tracked and reported.



Our efforts to reduce emissions are supported by key packaging targets, including reducing packaging weight and increasing recycled content, for which we will continue to provide quantitative data.





21.4 kt CO2e

We continue to drive down our Scopes 1 and 2 emissions which were at (21.4 kt CO2e), and this is a significant improvement from last year (28.29 kt CO2e) largely driven by our biomass projects in Uganda and Kenya.

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	OUR F24 TARGET	OUR F24 ACTUAL	CUMULATIVE TARGET TO DATE	CUMULATIVE ACTUAL TO DATE
<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> <p>7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION</p>	Total direct GHG emissions (Scope 1 and 2) (kt CO2e)	25.7	21.4	45.2	21.4
<p>Achieve zero waste intended for landfill in our direct operations</p> <p>SDG alignment: 12.5; 12.6</p> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Total waste to landfills (tonnes) from our direct operations	0	0	0	0
<p>Increase the average recycled content in our plastic bottles to 35% by 2025, then deliver sequential improvement by 2030, where the quality and availability meet our needs</p> <p>SDG alignment: 12.5; 12.6</p> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Percentage of recycled content in plastics (%)	0	0	0	0

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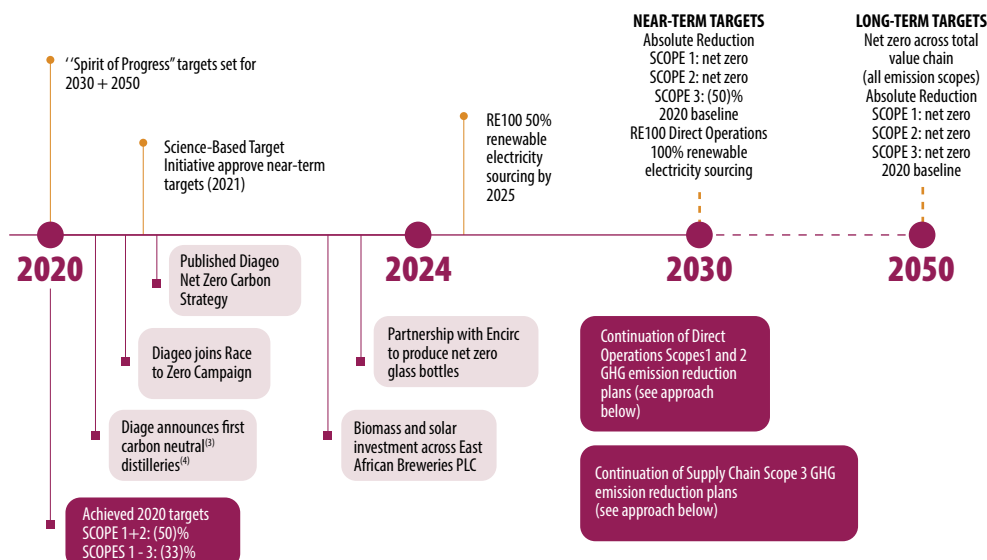
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Our Pathway to Net Zero in Scopes 1 and 2



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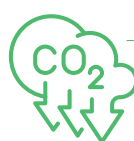
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The Scope III Commitment

Tracking Scope 3 emissions poses significant challenges due to the complexity and diversity of indirect emissions throughout the supply chain. Despite these difficulties, we have made progress by collaborating with our suppliers to monitor those utilising renewable energy and engaging in extensive tree-planting initiatives with others.

To further our efforts, we are embarking on a comprehensive assessment of our Scope 3 emissions. This assessment aims to establish a baseline and set science-based targets in alignment with Diageo's commitments. By gaining a deeper understanding of our indirect emissions, we can more effectively measure our environmental impact and develop strategies to mitigate it.

Our value chain (Scope 3) target is to achieve an absolute emissions reduction of 50% by 2030 from our baseline. Achieving this goal will be more complex than managing our operations and we recognise that a number of external factors can help or hinder our intended progress. We have commenced improvements to our decarbonisation roadmapping, engagement and planning with key partners along our supply chain.



50%

Our value chain (Scope 3) target is to achieve an absolute emissions reduction of 50% by 2030 from our baseline.

Through these initiatives, we are committed to enhancing our sustainability practices and ensuring that our operations contribute to a more sustainable future.



Project Rudisha

Spirits category consumption is largely one-way with empty bottles either being retained by outlets or, when taken away for in-home consumption, later discarded as waste. As the Spirits market leader, we concluded and scaled the pilot of Project Rudisha. The project allows us to run a sustainable Spirits glass business, shifting 100% from One-Way to a Returnable Glass Model. We envision Project Rudisha being a critical enabler of our Scope 3 reduction targets. In addition, it will allow us to reduce our energy consumption, our cost of business, and our contribution to landfills.

Additionally, the project provides jobs to youth who collect, wash, sort, and return the glass bottles to us. In F24, we collected over 17 million bottles. In the long term, we hope to eventually reuse all spirits bottles until the end of their life, in the same way we utilise our beer bottles.



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Using the Power of our Brands



WhiteCap is Conserving a Key Water Catchment Area in the Aberdares

In a dedicated effort to support the conservation of the Aberdare ecosystem, the Rhino Charge event was recently held in Kajiado County. This adventurous 4x4 off-road event, known for its challenging terrain and competitive spirit, brought together three teams of six members each, including an all-women's team and a team featuring a navigator with a disability. The total contributions from these teams were directed towards conservation efforts for the Aberdare, focusing on building and managing a protective fence to prevent human encroachment and safeguard the ecosystem.

White Cap, a brand committed to promoting inclusion and diversity, has prioritized its associations within the world of motorsport by sponsoring the Rhino Charge event. Through this sponsorship, White Cap has championed its agenda of inclusivity, working closely with two unique teams: The Charging Hippos and the Bushbabes.

Car No. 19, the Bushbabes, is an all-female team that WhiteCap has supported for the past three editions of the race. Known as the "Chicks in Charge," the Bushbabes have been participating in the Rhino Charge for the past 14 years and have consistently performed well, achieving six first-place finishes in the competition's unmodified class. This team exemplifies resilience and excellence, aligning perfectly with WhiteCap's values of distinction and quality.

The Charging Hippos is another remarkable team supported by WhiteCap. This six-man team includes Sam Jethwa, the team captain and co-driver, who is a person with a disability. Sam is a



Kshs 10 million

Over the past three years, White Cap has provided substantial support to these teams, contributing a total of Kshs10 million towards the conservation of the Aberdare.

seasoned motorsport enthusiast and adrenaline-seeker, having participated in more than five Rhino Charge events. His inclusion in the team underscores WhiteCap's commitment to offering equal opportunities and showcasing the attributes of determination and skill.

Over the past three years, WhiteCap has provided substantial support to these teams, contributing a total of Kshs 10 million towards the conservation of the Aberdare. This funding has been instrumental in protecting the Aberdare, a vital water catchment area, by supporting the construction and maintenance of the protective fence that preserves the ecosystem from human encroachment.

Through its involvement in the Rhino Charge, WhiteCap has not only promoted environmental conservation but also reinforced its commitment to inclusion and diversity in motorsport. By supporting the Bushbabes and the Charging Hippos, the brand has demonstrated its dedication to empowering all participants and ensuring that everyone has the opportunity to excel.

Meet some of our Leaders:



We recognise that inclusion and diversity are vital to building a resilient and innovative supply chain. We actively promote a culture where everyone's perspectives are valued, and everyone feels empowered to contribute. This is crucial to enhancing our operational efficiency. It makes us more dynamic and adaptable as an organisation, key attributes for meeting our targets. Our commitment to inclusion and diversity is essential to driving sustainable growth and meeting the evolving needs of our community."

Haiko Cremer,
Group Supply Chain Director, EABL



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Meet some of our EABL family:



The WASH project has opened my eyes to the importance of clean water and sanitation. Now, I am not just a beneficiary; I am an active contributor to the well-being of my community."

Lusia Mwambalaswa
— Resident of Kabila Village Mwanza



In the past, before I got trained, I was farming using outdated agricultural practices. However, after receiving training, I plant crops in rows, evenly and even the crops look appealing."

Neema Msitwa
— Iguguno Farm Project Participant



Two years ago, as the newly appointed Head of Mwangaza Primary School, I took the bold step of approaching the area MP to invest in a water project for our school. I informed him that Mwangaza was the only school in Embakasi Central without consistent water supply. He pledged his support and guided me in submitting a proposal to various organisations. The EABL Foundation responded positively, and by May 2024, the project groundbreaking took place. By July 2024, we had access to clean water.

Today, the project serves 2,800 members of our school community, including the primary school, nursery, and a special school for children with disabilities. We are also working closely with the MP's office to extend this water supply to the surrounding community.

I am incredibly proud of this initiative. It has brought peace between the school and the parents, and our learners are clean, healthy, and happy. This water project has truly transformed the school environment."

Patricia Mulumbi,
— Headmistress Mwangaza Primary School



Two years ago, the community elders in Thamanda united to purchase land to implement a water project that would solve our persistent water challenges. Unfortunately, we lacked the funds to make it happen. We then proposed the project to the EABL Foundation, and though it took a few months for them to respond, they eventually obliged, much to our relief and gratitude.

Before this project, women in Thamanda had to walk six kilometers every day just to fetch water, which was a huge strain on our community. Today, clean and reliable water is right next to our homes, eliminating the long, exhausting journeys. We've set up a robust and committed committee to ensure the sustainability of this high-yielding project, which will also benefit local schools and churches.

This project has truly transformed our lives, and we are delighted and thankful for its positive impact on our community."

Regina Muruku,
– Resident, Thamanda

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NOTES ON OUR PROGRESS



PROMOTE POSITIVE DRINKING

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

254,000

People educated through SMASHED partnership.

376,933

Surpassed our annual target by **48%**. We have linked our areas of intervention with areas where our research showed high prevalence of underage alcohol consumption.

SDG alignment: 3.5; 12.8; 17.16



Promote change in attitudes to drink driving, reaching five million people.

68,000

People educated via Wrong Side of the Road programme.

On target.

SDG alignment: 3.5; 3.6; 12.8; 17.16



CHAMPION INCLUSION AND DIVERSITY

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

50%

Percentage of female in senior leadership.

47

We continue to strive towards at least **50%** representation of women in leadership roles, recognising that diversity and inclusion at all levels are necessary for growth.

SDG alignment: 5.5; 8.1; 10.2; 10.4



Increase spend with diverse-owned and disadvantaged businesses each year to 2030.

At least **6%** spend on diverse suppliers.

Spend with diverse suppliers.

On target.

SDG alignment: 5.5; 5B; 10.2; 10.4



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

5,920

People reached via business and hospitality skills programmes

9,951

We surpassed our annual target by **68%** on the back of strong partnerships with various hospitality and NGO partners that have ensured a seamless execution of our programmes.

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



Ensure 50% of beneficiaries from our community programmes are women.

50%

Percentage of community programme beneficiaries who are women.

On target.

SDG alignment: 5.5; 5A



50%

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PIONEER GRAIN TO GLASS SUSTAINABILITY:
PRESERVE WATER FOR LIFE

Improve water efficiency in our operations by 40%.

3.07

Litres of water used per litre of packaged product.

We have significantly improved our water efficiency per litre of water per litre of packaged product year-on-year, surpassing our annual targets.

SDG alignment: 6.4



2.93

Replenish more water than we use for our operations for all our sites in water-stressed areas by 2026.

361,217 m³

Volume of water replenished (m³).

We continue to meet our annual targets on water replenishment and are on course to replenish more water than we use for all our sites in water-stressed areas by 2026.

SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1



403,908

Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all our water-stressed markets, ensuring there are empowered individuals, both men and women, supervising water committees.

176

individuals on WASH committees.

Number of individuals on WASH committees.

310

An important part of our approach on water is that it remains people-centric. We have committed to providing access to clean water, sanitation and hygiene (WASH) to our communities. In fiscal 23, Diageo Global achieved the 2030 target, meaning all nine of the markets included in our target, invested in WASH projects since 2020. Given that our communities are still under significant water stress, EABL will maintain this commitment, investing every year to 2030 in communities where access to WASH is a risk. EABL will also continue to focus on ensuring that its water projects are supervised by empowered individuals, both men and women.

SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1



Engage in collective action in all our priority water basins to improve water accessibility, availability and quality and contribute to a net positive water impact.

2

Water collective action projects completed.

2

Our collective water action programmes in partnership with the Upper Tana-Nairobi Water Fund Trust in Kenya and Aid Environment in Uganda, are ongoing with the various KPIs for F24 on tree planting, digging terraces, planting grass strips, soil health improvement and the installation of water pans achieved.

SDG alignment: 6.1; 6.2; 6.5; 6.6; 6A; 6B





PIONEER GRAIN TO GLASS SUSTAINABILITY: ACCELERATE TO A LOW CARBON WORLD

Become net zero carbon in our direct operations. (Scopes 1 and 2)

**25.7
(Ktons
CO2e)**

Total direct GHG emissions (Scopes 1 and 2) (kt CO2e)

We continue to drive down our Scopes I and II emissions, and this is a significant improvement from last year **(28.29 kt CO2e)** largely driven full utilisation of our biomass plants in Uganda and Kenya.

SDG alignment: 7.2; 7.3; 12.6; 13.3



Use 100% renewable energy across all our direct operations.

70%

Percentage of renewable energy in our own operations (%)

We have increased the use of renewable energy in our operations, largely driven by full utilisation of our biomass plants in Kenya and Uganda.

SDG alignment: 7.2; 7A; 17.16



75.49%

Achieve zero waste intended for landfill in our direct operations.

0 Tonnes

Total waste to landfills (tonnes) from our direct operations.

For waste generated in our direct operations, Diageo is proud to have met the global ambition to produce zero waste intended for landfill in fiscal 24. We consider we have achieved zero waste to landfill if we have disposed of less than **0.2%** of the total waste volume. At EABL, we will continue to report on waste in our direct operations. To continue to minimise landfill waste, we partner with certified waste handlers and follow a waste management hierarchy: eliminate, reduce, reuse, recycle, recover, and dispose.

SDG alignment: 12.5; 12.6



0

Increase the average recycled content in our plastic bottles to 35% by 2025, then deliver sequential improvement by 2030, where the quality and availability meet our needs.

35% by 2025

Percentage of recycled content in plastic bottles (%)

Our primary focus for waste is end-user waste, where we have set ambitions to increase the recycled content in our packaging and reduce its weight. We also consider the recyclability of our packaging to be an important part of our strategy to increase the circularity of our supply chain and support our emissions reduction efforts. At EABL, plastic bottles are used in Uganda only. To meet the target, we are partnering with our suppliers to incorporate **40%** recycled content in each plastic bottle.

SDG alignment: 12.5; 12.6



0

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We are committed to acting responsibly to mitigate our contribution to global warming, to conserve the environment on which we rely and to support our licence to operate and grow. Climate risk is intensifying, with extreme weather events and temperature rises taking place even faster than many scientists had expected. While our analysis suggests our business is resilient in the short- and medium-term, we must take action now to ensure our continued resilience, as well as that of the communities in which we operate.

Identifying climate risks and opportunities

We divide climate risk into physical and transition risks, with both categories of risk already occurring and likely to increase. As temperatures continue to rise globally, we continue to assess and prepare for emerging physical and transition risks.

Physical Risks

Chronic Sea level rises, temperature changes

Acute Floods, droughts and heatwaves

Transition Risks

Policy and Legal E.g. Carbon taxes: We reference the Kenya's Draft National Green Fiscal Incentives Policy Framework

Technology E.g. Renewable energy

Market E.g. growing consumer demand for more sustainable products

We are partnering with climate resilience and nature experts to identify and assess how generally recognised climate and nature risks apply specifically to our business. The factors that determine how climate change creates risks and opportunities for our business are multiple and complex, creating challenges in quantifying the size of the impact and likelihood of these risks. Notwithstanding, scenario analysis allows us to test the various assumptions related to climate change and how they may affect our business. This year, we have further developed our capability in modelling the impacts of climate change under physical and transition risk scenarios.

Climate change resilience

Our experience in managing the impact of normal variations in climatic conditions, water availability and agricultural yields has made us more resilient and adaptable. We do this through careful planning in our supply chain and procurement organisation. We work with peers to drive enhanced technological practices at scale, which optimise crop management and seed quality. We also collaborate on the development of novel high-yielding, drought and temperature- resilient crop varieties. We manage water in a way that makes our operations more resilient and helps our local communities and agricultural sourcing areas to adapt, with a specific focus on water-stressed areas. We have integrated climate risk into our enterprise risk management processes within our principal risk factors. This is now an integral part of our strategic and business continuity planning.



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We are partnering with climate resilience and nature experts to identify and assess how generally recognised climate and nature risks apply specifically to our business.

Physical Risk Assessment

How we assess our physical risks

To assess the physical risks that we are exposed to and how they may develop under various scenarios, in 2022, through Diageo, we worked with climate resilience experts to look at all our owned operations sites and key third-party suppliers in Africa. We conducted physical risk assessments that measured the exposure and vulnerability of the activities at our sites, the key third-party operations and suppliers' assets to 19 climate-related hazards. In addition, we reviewed the vulnerability of the main agricultural materials and our key distribution routes to climate change. We then considered how the climate-related hazards and our site vulnerabilities would materialise under two different levels of future warming: Intergovernmental Panel on Climate Change (IPCC) scenario RCP (Representative Concentration Pathway) 4.5 – medium warming of 2-3°C, and IPCC scenario RCP8.5 – severe warming of 4-5°C) and two timeframes (to 2030 and to 2050). These scenarios were chosen to represent a 'worst case' (RCP8.5) and a 'medium case' (RCP4.5) under which to assess our resilience.

For our sites and many of our third-party operator sites producing beverages on our behalf, we analysed climate-related risks they are likely to be exposed to. Given the dependence of our business on agricultural raw materials, we gave this area particular attention, conducting detailed analyses of the most important crops used in our products. This research identified the specific vulnerabilities of each crop type, examined how their exposure to risks might intensify in key growing regions over time, and explored potential adaptation and mitigation strategies to address these challenges.

For our own sites and many of our third-party operator sites producing beverages on our behalf, we analysed climate-related risks they are likely to be exposed to. Given the dependence of our business on agricultural raw materials, we gave this area particular attention, conducting detailed analyses of the most important crops used in our products.

Our most important physical risks

Our climate risk assessment, without consideration of mitigation or adaptation actions, confirmed three key points:

Water stress, including drought, is our most significant climate-related physical risk in terms of prevalence, trajectory and potential financial impact. It affects our ability to produce our products, the access to agricultural ingredients that we need and, ultimately, our licence to operate.

All agricultural raw materials are at risk from climate change, and we see that risk increasing under the timeframes and scenarios we analysed. Our models suggest that the costs of most commodities will increase as a result of climate change, although estimates of the precise impact vary significantly, depending on the model used, underscoring the difficulty of these projections. These factors potentially affect our operations as well as those of some of our suppliers.

Acute weather events, including floods, winds, hurricanes/storms, heatwaves, and wildfires, are projected to increase and may disrupt our operations, although their impact is unlikely to be as significant as that of the risks related to water and agricultural materials.

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Climate risks likely to affect agricultural raw materials



Temperature



Precipitation (variability/extremes)



Fires



Drought



Water stress



Hurricanes/storms



Floods



Diseases



Sea level



Barley



Sorghum



Sugar cane



Sugar beet



Maize



Cassava



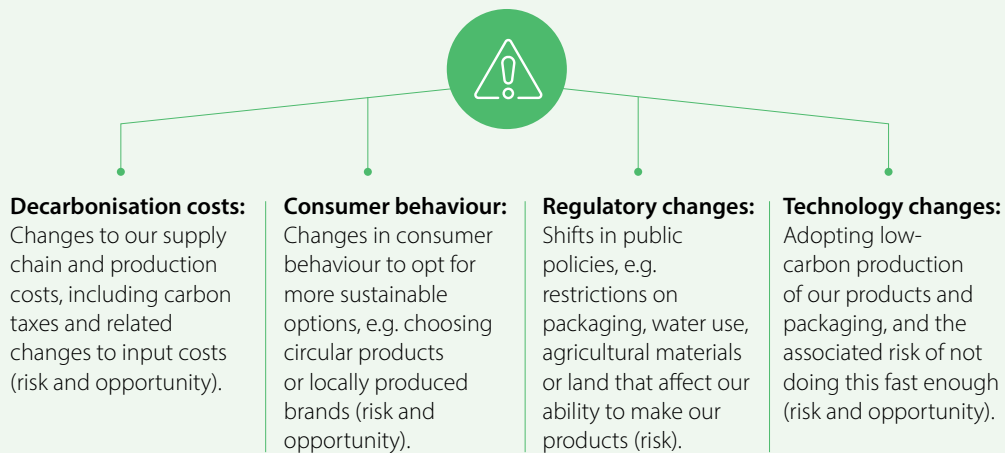
Vanilla



Transition Risk Assessment

We have performed additional scenario analysis to estimate the financial impact of transition risks and opportunities under a Paris-aligned emissions scenario (RCP2.6). The analysis provided us with a better understanding of our risks and the opportunities associated with transitioning to a low-carbon economy. Through this analysis, we have refined our financial estimation and gained further clarity on how to respond.

We identified those risks with the most potential impact by looking at our agricultural inputs, production and packaging, distribution and sales channels. Through this analysis, we were able to determine the most important transition risks and opportunities to monitor, including:



Of these risks and opportunities outlined above, the greatest impacts are likely to arise from consumer behaviour and input cost increases related to the cost of decarbonisation.



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In summary:

Risks					
Risk Description	Description	Category	Time Frame ¹	Impact (if not mitigated)	Response Examples
Water Scarcity	Increasing water scarcity and water stress affects our ability to continue to source from and produce	Physical – chronic	Short-term (one to five years), medium-term (five to 10 years) and long-term (10 to 30 years)	Moderate ²	<ul style="list-style-type: none"> Improvements in water use efficiency in our operations, with more ambitious targets at water stressed-sites. Water replenishment plans in 100% of water-stressed areas. Collective action activities to improve water security. Nature-based solutions that support climate mitigation, adaptation and water replenishment. Exploring alternative formats and ingredients with potential to reduce water use. Rainwater harvesting, Aquifer recharge, dam de-silting.
Agricultural raw material availability	Climate related impacts on agricultural and material availability cause scarcity or price increases	Physical – chronic	Medium-long-term	Moderate	<ul style="list-style-type: none"> Regenerative agriculture adaptations. Smallholder farmer support. Development of drought-resistant ingredients (e.g. sorghum, anise and barley varieties). Alternative sourcing locations. Substitution with alternative crops. Improved water management in agricultural practices.
Input Costs	Policy changes (carbon taxation, shift to renewables) cause increases in input costs	Transition – policy/legal	Short-medium-term	Moderate	<ul style="list-style-type: none"> Supply chain decarbonisation. Engaging suppliers in low-carbon technology options for their operations. Reduced packaging weight.
Consumer Behaviour	Consumers prioritise purchasing more sustainable products, rejecting those perceived to have a negative environmental impact	Transition – market	Short-medium-long-term	Moderate	<ul style="list-style-type: none"> Reduced packaging weight. Increased recycled content in packaging. Developing circular product offerings. Purchasing more sustainably-grown raw materials. Communicating these changes to consumers.

¹ Timeframes chosen align to those used in our scenario analysis, where short-term (one to five years) reflects the typical strategic planning time frame, medium-term (five to ten years) includes the timeframe to 2030 which our scenarios model and long-term (10 to thirty years) includes the timeframe to 2050 which is also modelled by our scenarios.

² 'Low' impact is defined as having a negligible impact on our customer service, or an absorbable disruptive impact on one or more brands. 'Moderate' impact is defined as disruption to production/supply chain creating an inability to service a small portion of our customer base, the impact of which is manageable; or a significant short-term impact on one or more of our core or local priority brands that is absorbable by the business. 'High' impact is defined as an inability to service a significant portion of our customer base, or major reputational damage.

Opportunities					
Risk Description	Description	Category	Time Frame ¹	Impact (if not mitigated)	Response Examples
Supply chain decarbonization	Reducing our Scope I, II, and III emissions lowers our exposure to carbon taxes and related costs and improves our reputation with customers and consumers	Transition – policy/legal	Short-medium-term	Moderate	<ul style="list-style-type: none"> Decarbonisation programme and capital investment in our operations. Renewable energy investments. Regenerative agriculture programme. Collaboration, partnerships and capability building within our supply chain.
Innovation in sustainable products and packaging	Developing more sustainable products meets our consumers increasing demands	Transition – market	Short-medium-term	Moderate	<ul style="list-style-type: none"> Innovation to deliver more sustainable products (e.g. refillable and reusable packaging, alternative packaging materials) EcoSpirits (reusable glass packaging format), lower waste, lower carbon distribution technology.

¹ Timeframes chosen align to those used in our scenario analysis, where short-term (one to five years) reflects the typical strategic planning time frame, medium-term (five to ten years) includes the timeframe to 2030, which our scenarios model and long-term (10 to 30 years) includes the timeframe to 2050, which is also modelled by our scenarios.

Our management approach to the physical and transition risks & opportunities associated with climate change are highlighted in our coverage of Grain to Glass sustainability on page 131.

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Meet some of our Leaders:



Climate change is a central concern for the finance function, as its impact directly influences our business strategy, risk management and long-term business sustainability. Managing climate risk is crucial in securing supplies for a sustainable future, safeguarding our business against unforeseen costs and ensuring long-term financial stability. By conducting thorough climate risk assessments, we gain valuable insights that allow us to make informed decisions, mitigating potential financial impacts and protecting shareholder value. Our strategic investments in biomass exemplify how we are capitalising on the opportunities presented by the transition to a low-carbon economy. These investments reduce our carbon footprint, turning climate challenges into a pathway for sustainable growth."

Risper Ohaga,
Group Chief Financial Officer, EABL



Managing climate-related risks and opportunities is a key priority in our strategy to build a sustainable and resilient supply chain. By integrating climate considerations into our procurement processes, we mitigate potential risks while also unlocking opportunities for innovation and cost savings. Our approach ensures that we partner with suppliers who share our commitment to reducing environmental impact, driving us towards a more sustainable future and creating long-term value for our stakeholders."

Arthur Mamvura,
Head of Procurement Africa

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Doing Business the Right Way



At EABL, Business Integrity is everyone's business. We aim to do business in the right way every day, everywhere. This is about making sure our people, third parties, and suppliers demonstrate integrity, live our values, and behave ethically, which underpins our Code of Business Conduct (CoBC). We expect everyone who works for us and alongside us to uphold our CoBC and stand up for what is right.

Our approach:

We believe that great risk management starts with the right conversations to drive better business decisions. Our focus is on identifying and embedding 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.

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 meets quarterly and receives regular reports on the risks faced across the business and the effectiveness of the actions taken to mitigate against 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, escalate to the Executive and Board for consideration.



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Policy training:

In line with EABL's ambition to be the best-performing, most trusted, and most respected consumer products company in the region, the Business Integrity Team has continued to embed our Code of Business Conduct in our ways of working.

Annual mandatory training is delivered to all EABL employees and contractors in an easily accessible e-learning format, with classroom training delivered to those employees who do not have regular access to a computer. 96% of employees completed this training. Regular training, awareness, and communication programmes, as well as compliance monitoring mechanisms, are in place to ensure that all relevant stakeholders remain aware of and continue to comply with the provisions of our CoBC and policies. As part of educating employees further on various aspects of the CoBC, the Company in March 2024 held a series of mandatory trainings for targeted staff and third-party contractors across the three businesses under the banner Pathway of Pride (PoP). The theme for this year was "Business integrity is everyone's business" and focused on dignity at work, management of conflicts of interest and Speak Up. 2,261 employees and contractors attended the PoP week across the three businesses.



2,261

The theme for this year was "Business integrity is everyone's business" and focused on dignity at work, management of conflicts of interest and Speak Up. 2,261 employees and contractors attended the PoP week across the three businesses.

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SpeakUp Service

We encourage everyone to report potential breaches of our Code, policies or standards through our confidential whistleblowing service, SpeakUp. This is run by an independent third party, is available around the clock and lets employees and external parties report concerns anonymously. The Whistleblowing or SpeakUp policy provides the platform for employees and stakeholders to raise concerns with respect to any suspected wrongdoing and details how such concerns will be addressed. This includes issues

like bullying, harassment, discrimination, breach of policies or standards such as the procurement standard and human rights concerns.

The number of breach reports filed during the year was 64 (44 in F23). During the year we had an awareness campaign for SpeakUp to our leaders, employees and third parties, emphasising our zero tolerance of retaliation against anyone reporting a concern or helping with an investigation.

For the purposes of aligning our approach with the Nairobi Securities Exchange (NSE) ESG Disclosures Guidance Manual - Mandatory Disclosures, we have organised our functional approach against the following topics:



Environmental

Supplier environmental assessment



Economic

Economic performance
Anti-Corruption
Tax



Social

Human Rights Assessment
Occupational Health & Safety
Training & Education
Labour/Management Relations
Customer Privacy

Supplier Environmental Assessment

Our approach

We are working on a market-level approach to assessing our suppliers' environmental issues, particularly climate change and water, and on implementing our sustainable agriculture strategy.

To develop our engagement with participating suppliers, in support of our 'Spirit of Progress' Scope 3 emissions reductions target, Diageo will implement supplier questionnaires that include a suite of KPIs relating to climate change and water security. We endeavour to implement the climate change questionnaire, whereby suppliers are assessed on their transparency and their ability to report Scopes 1 and 2 emissions data. The questionnaire will also cover what reduction initiatives they have in place, how they are setting targets against those initiatives, their ability to transition to renewable energy and how they are managing their supply chain and Scope 3 emissions.

We will also implement the water security questionnaire, in which suppliers are assessed on their transparency, reporting of operational water risk, water accounting information, governance structures, water usage targets, and engagement of their supply chain.

Our Procurement Function reviews suppliers' environmental performance across the programmes and the KPIs outlined above.



We have identified a variety of environmental impacts associated with our supply chain. Some, such as climate change through GHG emissions, are relevant to the majority of our suppliers. Other impacts, such as on biodiversity, are most relevant to our agricultural raw material suppliers.

- At the global level, Diageo assesses environmental performance, which is reviewed by the Procurement function. This function reports to the 2030 Grain to Glass Strategy Business Review (SBR) team, which meets quarterly. We are in the process of working with our procurement department to align with global standards of supplier screening.
- We are yet to screen suppliers according to their category and spend when considering environmental criteria.
- We have identified a variety of environmental impacts associated with our supply chain. Some, such as climate change through GHG emissions, are relevant to the majority of our suppliers. Other impacts, such as on biodiversity, are most relevant to our agricultural raw material suppliers.



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Human Rights Assessment

Our approach

- Treating each other with dignity and respect is an important part of doing business the right way. To reinforce this, we increased awareness of our Dignity at Work and SpeakUp policies across the organisation through the annual mandatory training and the PoP week.
- We want people who work for us or with us to feel that they are treated fairly and with respect. This means working hard to ensure that we don't infringe on their human rights and that we are not complicit with anyone else who does.
- We seek to build credibility and trust by expecting everyone who works with us to adopt our standards. Our policies cover our responsibilities to protect the human rights of everyone working in our direct operations, our value chain, and our communities. They are in line with internationally recognised laws, regulations, and guidelines, including the UN Guiding Principles on Business and Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.
- At EABL, we focus on salient human rights issues such as child labour risks, labour standards for contract workers and sexual harassment in the hospitality sector.
- In response, we created awareness programmes on child labour and modern slavery, conducted an independent review of contract labour and developed standards and training to protect our brand promoters.
- Our Diageo Code of Business Conduct (CoBC) includes our commitment as a business to upholding Human Rights across our business and our value chain. Our Global Human Rights Policy and the Global Partnering with Suppliers Standard define the minimum standards expected for suppliers, including Human Rights, and the same is further incorporated into our contractual arrangements. The policies also cover topics such as managing Human Rights risks and



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impacts, preventing child labour, preventing discrimination, and preventing bullying and harassment in the workplace.

- All our business units and operations are required to carry out a risk assessment, which includes Human Rights as part of the review process. Beyond this, as part of our commitment to act in accordance with the United Nations Guiding Principles (UNGPs), we have developed a comprehensive Human Rights Impact Assessment (HRIA) programme for Kenya, Tanzania and Uganda.
 - All middle managers, and above, are required to complete an Annual Certification of Compliance, which certifies their compliance with, and understanding of, our Code of Business Conduct (Code), which includes Human Rights.
- Within the certification, those for whom the Human Rights Global Policy is most important are required to complete a certification of their knowledge and understanding of some of the policy's key points.
- All our suppliers are contractually obliged to abide by the standards set out in our Code or Partnering with Suppliers Standard, which includes specific Human Rights requirements – either through specific contract clauses or, if not bound by a contract, by the requirement to meet our Partnering with Suppliers Standard, which is stipulated in our standard purchase order terms and conditions.



Brand Promoter Standards:

At EABL, Brand Promoters or Ambassadors play an important role in promoting our brand portfolio to customers and consumers at the point of sale and events. This Brand Promoter Standard establishes the principles and guidelines for the deployment of Brand Promoters.

It is based on our values and our commitment to respect and protect the human rights of all our employees and those who work with us. In particular, we are committed to treating people with respect and ensuring their safety in their working environment.

We recognise our responsibility to protect the rights of our Brand Promoters. We strive to provide a harassment-free environment that promotes openness, teamwork, and trust. We will not tolerate our people being subject to physical, sexual, racial, psychological, verbal, or any other form of harassment, bullying, or abuse. To achieve this, we expect our third-party suppliers, business partners, and the outlets that we partner with to hold themselves to the same standard.

We have a zero-tolerance approach to brand promoter abuse and sexual harassment, as stated in our Global Human Rights Policy and Partnering with Suppliers Standard. We expect our third-party suppliers, business partners, and outlet owners to provide a safe and respectful environment for Brand Promoters, including their own zero-tolerance measures.

Mandatory training must be completed before starting work as a Brand Promoter. Where third parties or our business partners employ Brand Promoters, EABL provides them with information and training materials. This training includes all key aspects of the Brand Promoter Standard.



We recognise our responsibility to protect the rights of our Brand Promoters. We strive to provide a harassment-free environment that promotes openness, teamwork, and trust.

Ethical sourcing:

To enhance our approach to responsible sourcing, we have begun screening for human rights with higher-risk potential suppliers before onboarding. This helps us make more informed decisions on human rights risks and gives us the chance to assess and mitigate the salient issues before we contract with a supplier. We have also extended our supplier requirements on responsible sourcing to our licensed manufacturers locally and globally.

Managing third-party risks:

Business integrity is also vital in our network of relationships with third parties. Our Know Your Business Partner (KYBP) programme helps us screen for potential risks and be certain about our true identity. Through our Know Your Business Partner (KYBP) Standard we assess all our business partners for potential economic sanctions and compliance risks such as bribery and corruption, money laundering, facilitation of tax evasion, data privacy or other reputational red flags. We carry out additional due diligence processes for those parties that pose a potentially higher risk.



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Occupational Health & Safety

Our approach

We are committed to ensuring the health, safety, and welfare of all our employees, contractors, and visitors while in any of our sites and office facilities and going home safe remains our number one priority. We achieve this by enforcing occupational health and safety policies and compliance with all applicable occupational health and safety legislation and Global Risk Management Standards. This is conducted in line with the Diageo Zero Harm Agenda, driven to ensure our processes and activities are safely conducted.

We implement our Occupational Health and Safety Management System through a robust audit assurance programme and by adhering to our risk management standards. The system covers our workers and activities across our functions, from Procurement, Manufacturing and Production to Marketing, Sales and Distribution. It includes on-site third-party contractors and third-party logistics providers.



We implement our Occupational Health and Safety Management System through a robust audit assurance programme and by adhering to our risk management standards. The system covers our workers and activities across our functions, from Procurement, Manufacturing and Production to Marketing, Sales and Distribution.





Hazard identification, risk assessment and incident investigation

Through an extensive Risk Management Programme, as well as compliance with Global Risk Management Standards, we assess risk, identify work-related hazards and implement appropriate mitigation measures and programmes. A key element to safety at all our locations is hazard reporting. It enables us to identify and rectify unsafe conditions or behaviours as well as recognise positive behaviours. Through Diageo's Global Health, Safety and Wellbeing Policy, all employees are encouraged to report work-related hazards as soon as possible and remove themselves from work situations they believe could cause injury or ill health. We also have recognition schemes in place to proactively encourage every employee to look after their own and their colleagues' health and safety. Our global learning platform, My Learning Hub, has tailored guidance about how to report and investigate work-related incidents, how to identify hazards and how to assess risks to determine corrective actions.



Occupational health services

Our Occupational Health and Safety Strategy aims to create a culture free of work-related injury and illness for workers and a happier, healthier and more engaged workforce. Our continued focus on our global risk management standards makes sure that health, safety and wellbeing controls are in place. Internal data protection and privacy policies and national regulations apply to recording or disclosing occupational health-related incidents, making sure that workers' participation in occupational health services is not used in any favourable or unfavourable treatment of workers.



Worker participation, consultation and communication on Occupational Health and Safety

Our Global Risk Management Standards (GRMS) mandate the use of employee consultation forums – such as safety committees – at the facility level. Our GRMS also require employees to be involved in risk assessment and change management processes where they relate to health and safety.

If employees have questions or concerns, they can flag those to their line manager or their HR manager. We also continue to use Diageo's Flex Philosophy, developed in 2021, which provides our employees with a framework and principles of working patterns. In F23, we refreshed our Health and Safety vision, aiming to create a world-class, high-performing Health and Safety culture – one where everyone, everywhere, is safer together when working on-site, at home and on the road. Additionally, our dedicated Health and Safety Yammer page and Health and Safety channel on My Learning Hub, our internal learning management system, aims to improve Health and Safety communication and visibility across the end-to-end supply chain.



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Promotion of worker health

We promote worker health and encourage workers to access local services and systems, as and when required, through several channels:

- Our Benefits team facilitates non-occupational medical and healthcare services. We provide optional medical insurance, which is communicated to employees through internal communication channels.
- We offer an Employee Assistance Programme, as well as access to voluntary health promotion training courses on My Learning Hub, including those that promote positive drinking behaviours.
- We offer a Wellbeing channel on My Learning Hub, where employees can find the most up-to-date news, resources, and events. The channel has four sections covering mental, physical, social, and financial wellbeing.
- Our Employee Engagement team runs health and wellbeing awareness capability weeks, covering subjects such as mental health, mindfulness techniques, and nutrition.



Worker training on occupational Health and Safety

Sites complete a training needs assessment to determine their occupational Health and Safety training requirements. We train our people on occupational health and safety through several channels, including:

- **My Learning Hub**, which is a learning management platform that our people can access every day for occupational Health and Safety capability and awareness content. Some of this training is mandated and assigned to workers and is based on the requirements of their role.
- **Face-to-face occupational Health and Safety training**, such as manual handling training, forklift truck training and explosive atmospheres training, which is delivered by approved and competent internal and external trainers.
- **Other subject-matter-expert training**, delivered through video conferencing.



Prevention and mitigation of occupational Health and Safety impacts directly linked by business relationships

We build core Health and Safety requirements and Key Performance Indicators deliverables into our third-party service-level agreements (SLAs). This lets us prevent and mitigate significant occupational Health and Safety impacts directly linked to our operations, products or services through our business relationships. We regularly meet third-party service providers to review their delivery against KPIs. We will also withdraw from business relations with service providers that put the Health and Safety of employees at risk or that do not consistently deliver the KPIs within the SLAs.





Workers covered by an occupational Health and Safety management system

All our employees must comply with the mandatory requirements of our Global Health, Safety and Wellbeing Policy, as well as adhere to all relevant Global Risk Management Standards. Adhering to these standards and requirements is continually assessed by Internal Audit teams. No employees or workers are excluded from the occupational Health and Safety management system. Health and Safety performance is monitored through regular site, regional and global business performance meetings.



Work-related injuries

Any work-related incident, involving injury or illness, where a healthcare professional or we as a business recommend one or more days away from work, is reportable to us: for example, any unplanned, identifiable event that results in personal injury or harm.



Severe injury and fatality prevention

All business units are required to conform to Diageo's Global Severe and Fatal Incident Prevention Programme. This programme aims to eliminate the risks that lead to severe or fatal incidents and ensures suitable and sustainable controls are in place. Local and regional teams make sure employees and workers are trained on these requirements and conduct frequent, robust self-assessment audits to measure ongoing compliance to this mandatory programme.



Accident rates

We apply Diageo's broader Total Recordable Accident Frequency Rate (TRAFR) metric, developed in 2019, with the aim of achieving a leading TRAFR performance of lower than 3.5 per 1,000 people. This year there were no fatalities across our business.



Work-related ill health

Any work-related incident, involving injury or illness, where a healthcare professional or we as a business recommend one or more days away from work, must be reported to us. Internal data protection and privacy policies and national regulations prevent the recording or disclosure of communicable 'serious diseases'.

Diageo's global Health and Safety standards require occupational health monitoring for new employees and specific worker groups and for specific conditions, including lung function and audiometry assessments for shift workers, and assessments for lone workers and for professional drivers. Diageo global standards also include industrial hygiene monitoring requirements for specific work groups or conditions, including workplace chemical exposures, noise, vibration and ionising radiation.

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Training and Education

Our approach

Training and education are central to our approach to developing our people. We have tremendous talent, and we want to be known for creating an environment where our people are continuously learning, enjoy a culture that is truly inclusive and diverse, where people bring their best self to work and where we are a high performing team.

Our People strategy lays out the pillars on how to have an engaged people, in that we provide learning opportunities that promote speed of performance, experimentation and deliver growth for the individual and the business. We accelerate the growth of our key talent, we drive inclusion in our business and society, inject speed and simplicity and focus our resources on the biggest growth opportunities that delight our customers and consumers, as well as fuelling fulfilling employee experiences.

- The process for analysing the efficacy of our management approach to occupational training and education is well-established, with monthly reviews of take-up, including strategic initiatives. Our Learning Centre of Excellence is responsible for carrying out these assessments, monthly, and on an ad hoc basis. Where potential improvements are identified, these are translated into an action plan, which is implemented by HR Directors and their market teams.
- Our measurement control system enables markets to track and capture training hours of employees – from both global and local programmes – within our My Learning Hub system.

Programmes for upgrading employee skills and transition assistance: EABL Talent Programmes

We have made a conscious effort to boost our people's skills, embedded by our firm commitment to help our people realise and reach their full potential. To achieve this, we have numerous learning and development channels, but we also strongly believe that our leaders are key in creating the conditions for our people to succeed.

Some of these are:

- **Partners for Growth (P4G)** – This is our performance management system that puts performance and career conversations at the heart of the process, focusing on using and building strengths with two-way development conversations to deliver both business and personal outcomes. It supports individuals in identifying career aspirations with development actions as a priority.

A philosophy of 70-20-10 principle has been adopted for development, with 70% practice and experience coming from one's day-to-day job, 20% through coaching and mentoring, and 10% from formal traditional learning experience and e-learning.

Our reward system encourages equal pay for equal work while it also recognises and rewards exceptional individual performance in alignment with real business outcomes. In the last year we have seen an acceleration in business performance delivered through quarterly goal setting aligned to business priorities driving a culture of agility and performance with pace and urgency.



70%

A philosophy of 70-20-10 principle has been adopted for development, with 70% practice and experience coming from one's day-to-day job, 20% through coaching and mentoring, and 10% from formal traditional learning experience and e-learning.



We have made a conscious effort to boost our people's skills, embedded by our firm commitment to help our people realise and reach their full potential.





1 Future Leaders & STEM Apprenticeship Programmes - These are transformative Early career programmes and are a key pillar of our Talent strategy designed to build the critical skills for the future. The future leaders' program is a 2-year accelerated development programme that seeks to develop a sustainable pool for future senior leaders while the STEM apprenticeship programme seeks to build our pipeline for entry level STEM roles. The F24 Africa markets graduates cohort consists of 13 employees across 4 functions, Marketing, Supply, Finance and Commercial, in 3 different markets (Kenya, Uganda, Tanzania), while the STEM programme has a total of 10 apprentices. These programmes are also critical in maximising the contributions of a diverse workforce that supports our Inclusion and Diversity ambition of achieving 50-50 gender representation by F30.

2 Advanced Leadership & Core Leadership Programme - We continue to fuel sustainable growth by empowering employees and managers with enhanced capabilities. We have a unique learning journey designed for senior leaders to accelerate their career. 12 of our senior leaders recently graduated from the Strathmore Advanced Leadership Programme, and we have 4 leaders currently on the programme. SBL has also collaborated with Strathmore Business School to reinforce leadership competencies across all levels, benefiting 55 line managers, 30 members of the extended leadership team and 20 critical resources. These interventions ensure equitable knowledge and skill levels in managing people, sustaining confidence to compete globally. Additionally, we have strengthened both demand and supply on frontline capabilities through technical skills training from the shopfloor to managerial roles. These initiatives have empowered employees, driving up productivity and performance.

3 Craft My Career Africa Series - As we create a focus on ownership and building an enabling environment at EABL, we empower our people to shape their futures and careers. In F24, we launched a career capability series dubbed 'Craft My Career', which is designed to help employees navigate their career paths and explore growth opportunities in Diageo. The sessions built the capability of 48% of employees and 65% of the line managers in our workforce. Career progression remains a core enabler for higher talent retention and engagement. Learning new skills and gaining varied experiences leads to tangible rewards, recognition and career progression at EABL. We want to let our people experience open and transparent conversations about their careers and be clear on how they can grow.

4 People Managers Coaching Programme - Coaching is a fundamental driver of employee engagement, performance, and growth. By prioritising coaching as a strategic initiative, EABL demonstrates its unwavering commitment to empowering its employees to reach their full potential and drive the company forward in pursuit of excellence. In F24, 82% of the line managers at EABL have undergone a thorough training session around coaching underpinned by the values See, Hear, Speak, Act. EABL recognises this truth and has embraced coaching as a cornerstone of the organisational culture. Coaching is of paramount importance as it cultivates talent, promotes continuous learning, fosters accountability, and builds resilience. Through personalised guidance and feedback, employees are empowered to excel in their roles and contribute meaningfully to the company's success.

5 BLOOM - In F24, BLOOM, a Women's Leadership Development Programme, was designed and launched to prepare female talent for more senior and executive roles. In partnership with Strathmore Business School and spanning over 18 months, the program offers a unique blend of learning covering coaching and project-based interventions aimed at equipping female talent with the necessary skills to navigate the leadership landscape. Over 10 women across EABL are part of the first cohort.

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Continuous Learning:

Building critical skills for the future and continuous and purposeful learning power our performance and growth. We provide learning opportunities that drive learning in four key areas: formal education, exposure through coaching and other interactions, the right tools to support learning and meaningful on-the-job learning experiences. Our learning strategy is designed to equip learners with the best capabilities and tools to seize growth opportunities and tackle new challenges.

My Learning Hub is our e-learning platform that provides access to hundreds of courses that employees need for their own development. It makes it easy to find, use, share, and comment on a wide range of learning options. Over 100,000 courses have been completed on this platform.



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Over 100,000

This platform has seen completion of over 100,000 courses.

Labor/Management Relations



Our approach

Our employee wellbeing continues to be our utmost priority. We believe the ideal wellbeing state is achieved when everyone is physically and mentally thriving, emotionally balanced, financially secure and socially connected. With our purpose front of mind, we have embraced flexible working, learnt the importance of sleep, exercise, nutrition and moderate alcohol consumption, discovered practices that support mental health, and explored the role the environment and technology play in our working lives. Our wellbeing philosophy makes wellbeing part of our everyday culture.

- We measure **employee engagement** as one of our overarching KPIs. Based on the outcomes of this survey and our ongoing engagement programmes, each team develops its action plan to improve employee engagement and satisfaction. Our Human Resources team routinely reviews our policies and standards to ensure they are sufficiently rigorous and will continue to strengthen our reputation as an employer. This helps us retain our employees while also attracting new people to the business.
- **Dignity at Work Policy:** At EABL we endeavour to provide a safe and supportive work environment and are guided by our Dignity at Work Policy. Harassment of any kind and nature is not tolerated. All employees are expected not to engage in discriminatory, bullying or retaliatory behavior towards any colleagues or other individuals whilst at work or in the course of performing their work duties. This applies in work-related settings and outside the workplace including business trips and work-related events.
- **Domestic and Family Abuse Policy:** On 22nd March 2022, we launched our Domestic and Family Abuse Guidelines as a step towards our Inclusion and Diversity commitments and protection of Human Rights for our employees across the business. The business is committed to creating an inclusive culture, where our people feel valued, can thrive, allowing them to be their best – both at home and at work.
- **Menopause Guidelines:** In line with our commitment to creating a supportive workplace where everyone experiences dignity and feels valued, respected and free to succeed, we have recently enacted Menopause guidelines to raise awareness on menopause including resources that may be of benefit to employees who may be experiencing its impact. EABL launched its localized guidelines on 15 March 2022 during the International Women's Day staff engagement. The guidelines complement our ongoing commitment to create a most progressive and inclusive culture.
- **EABL Kenya Disciplinary Policy:** EABL has refreshed the Kenya Disciplinary Policy in line with our commitment to maintain a progressive people-first culture that carefully balances and delivers fulfilling employee experiences and enhanced business performance. The aim of this Disciplinary Policy is to establish a formal channel to manage disciplinary cases and outcomes fairly and professionally in accordance with the Employment laws applicable in Kenya.

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Customer Privacy

Our approach

EABL has in place stringent product liability and assurance procedures in place to deliver high quality alcoholic beverages to our valued consumers. Our breweries are certified to international standards for quality and food safety. These standards, and the business procedures, are carefully designed to attain the highest standards of product quality, food safety and packaging quality assurance. We have cascaded consumer protection practices to our business partners through contracts which clearly set out the handling procedures to ensure that all products that get into the market are of the highest quality.

• Personal Data Protection and Cyber Security

EABL has robust policies on Information Management and Security as well as Data Privacy and Protection, which are revised annually and as deemed necessary. There is clear guidance on the following:

- (i) Proper classification of critical and confidential business information.
- (ii) Proper handling of personal information entrusted to EABL during business partnering and relationships in accordance with applicable local data protection laws.
- (iii) Secure retention, use and access, and eventual disposal of both business and personal information.
- (iv) Acceptable use policy on devices, technology applications and cloud platforms to prevent business information from loss, theft, damage or inappropriate disclosure.



We have cascaded consumer protection practices to our business partners through contracts which clearly set out the handling procedures to ensure that all products that get into the market are of the highest quality.



We have an Information and Records Management Committee, chaired by the Legal Director, which exists to monitor compliance with the policies, procedures and controls regarding Information Management, Data Privacy and Protection and Cyber Risks.

- (v) Multi-factor authentication, passwords.

EABL has also had to change a few data processing activities to ensure compliance with the Kenya Data Protection Act, 2019 and Data Protection Regulations, 2021.

We have an Information and Records Management Committee, chaired by the Legal Director, which exists to monitor compliance with the policies, procedures and controls regarding Information Management, Data Privacy and Protection and Cyber Risks.

- We follow our internal procedures when we receive any requests by individuals to exercise their rights – for example, the right to access personal information or to unsubscribe – or receive reports of any personal data incidents. This year, there have been no known instances of regulatory action against, or investigation into, us concerning consumer privacy.





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Sustainability Week At EABL

This year, the CR Team held the second Sustainability Week from 12 to 16 February 2024 to raise staff awareness and educate them on the organisation's sustainability strategy, 'Spirit of Progress', and the emerging sustainability trends in the industry. This is part of the department's ongoing initiatives to ensure that staff understand and embrace the sustainability strategy in their daily work and home operations.

Departmental Training



Sustainability Showcase



Engagement with Bensol



Sustainability Bash and Fashion Show



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Use of laptop lock screens



Sustainability bytes



Results and Impact:



828

Total number of employees trained.



623

Number of employees who attended the face-to-face sessions and trainings.



Over 300

employees attended the Sustainability Bash.



205

Number of employees who have attended the training virtually.

ESG

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Awards and Recognition





The Group received numerous Awards and Accolades in this financial year, a testimony of the recognition of our unparalleled investment in sustainability initiatives.

Celebrating KBL's Awards and Accolades



Women in Supply Chain Award

The Women in Supply Chain award honours female supply chain leaders and executives whose accomplishments, mentorship and examples set a foundation for women at all levels of a company's supply chain network. We are proud of our Operations Director, Rosemary Mwaniki, who is the recipient of the award this year.



FKE Employer of Year Awards - Responsible Business Conduct

KBL was awarded 2nd Runner Up. This award has enabled us to showcase the work we do and creates employer branding and visibility for us as an employer of choice. Responsible Business Conduct. This category recognises progressive employers who practice corporate social responsibility (CSR) – which reflects their commitment to contribute to sustainable development by delivering economic, social and environmental benefits for all.

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Women On Boards Awards

The Women on Boards Network (WOBN) Awards celebrates gender parity and recognises excellence in board service and the development of women's potential at all levels. The Award also honours individuals and companies that have made significant contributions towards Gender Diversity and Inclusion. EABL was awarded the 'Organisation of The Year' award, recognizing efforts in achieving gender parity in our leadership.



MSK Awards

The award celebrates campaigns that showcase meticulous planning, innovative channel selection, measurable success, and significant Return on Investment (ROI). The "Marketing Campaign Program" honours the most exceptional and impactful marketing campaign that has set new standards for creativity, effectiveness, and innovation. Project Rudisha was the First Runner Up for this award.



Energy Management Awards

KBL received outstanding recognition for our dedication to energy and water efficiency, our adherence to energy management regulations, and our sustainable practices. We were honoured with the prestigious Overall Energy Management Award for 2024 and received several other awards, including:

- Overall Energy Management Award 2024- KBL Nairobi
- Sustained High-Performance Award- 1st Runners Up KBL Nairobi
- Water Efficiency Award- Winner- KBL Kisumu
- Renewable Energy Award- Winner- KBL Kisumu
- Electrical Energy Savings Award- 1st Runner Up- KBL Nairobi
- Best Energy Management Team- Runner Up KBL Nairobi
- Thermal Energy Savings Award - Winner KBL Nairobi

Celebrating SBL's Awards and Accolades

Employer of the Year Awards 2023

The Association of Tanzania Employers (ATE) recognises the Local Content Employer of the Year award, Private Sector Employer of the Year category and Employer of the Year award. SBL secured the position of 1st Runner-Up for **the Local Content Employer of the Year award**, recognizing the company's significant contributions to the Tanzanian economy and its commendable efforts in enhancing the well-being of local communities. Additionally, SBL achieved the 2nd Runner-Up position in the **Private Sector Employer of the Year category**. This accolade celebrates SBL's exemplary practices, placing people at the heart of its business operations. The award also recognizes SBL's implementation of policies, processes and systems that enhance enterprise competitiveness and contribute to sustained productivity improvements. SBL secured the position of **2nd Runner up in the Employer of the Year award**, demonstrating our outstanding management policies and commitments.



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Meet some of our Leaders:



As I reflect on the milestones that SBL has achieved in F24, through our Sustainability Strategy, 'Spirit of Progress', as covered in this report, I am filled with joy and satisfaction. I look back at how we worked hand in hand with our various partners to change lives and livelihoods of the people living in the communities where we live, work, source and sell. Beneficiaries cut across gender, age-groups and economical backgrounds, among other aspects. This goes to show that diversity thrives when differences are seen not just as characteristics to celebrate, but as perspectives to learn from, challenge, and grow through—where conflict becomes a catalyst for innovation, not division.

We, therefore, thank our partners who have supported us in achieving the F24 milestones, and we look forward to deepening our partnership in F25.

John Wanyancha,
Corporate Relations Director, SBL.

Celebrating UBL's Awards and Accolades

Private Sector Environmental Social and Governance (ESG) champion of the year 2023:

This award was awarded to Uganda Breweries by the Private Sector Foundation Uganda (PSFU). It recognizes an organization that, through its ESG program, has continually promoted and improved the welfare of communities it works in.



Brewery of the Year 2024 Award

UBL won the 'Brewery on the Year 2024 Award' by the Diageo Supply Chain & Procurement Awards. These awards recognize and celebrate excellence in procurement and manufacturing practices in Plants across Diageo's global regions, including Africa, North America, Europe, Asia Pacific, and Latin America. The award scheme evaluates metrics such as product quality, environmental sustainability, health and safety, overall efficiency, innovation, people management, and capabilities.



Guinness award for Most Admired Brand in Uganda with Presence in Different African Countries by GeoPoll and Kantar Brand Africa Survey

At an awards ceremony held at Golden Tulip Hotel in Kampala, brand Guinness was recognized as the most admired brand in Uganda with presence in different African countries. Guinness has been exceptional in promoting local talent using the Guinness Bright House Experience. On top of giving exceptional taste to consumers, the team at Guinness are helping our people to be the best versions of themselves for development.

UNDP Gender Equality Seal Gold Standard Certification for best practices on gender equality inside an organization.

The certification is facilitated by United Nations Development Programme - UNDP and Private Sector Foundation Uganda (PSFU). The certification is important to is because it is a way of showing UBL's commitment to fostering an inclusive workplace, learning platform to establish baselines, fine-tune strategies, enhancing reputation, corporate culture and attracting diverse talent.



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UBL is proud of the various awards and accolades received in F24. Our efforts to further entrench the practices of our Sustainability Strategy, 'Spirit of Progress' into our overall Business Strategy did not go unnoticed. From ESG to Brands Awards, UBL led the industry in various spheres. Specific to this year's Report theme of Championing Inclusion and Diversity, at UBL we are very clear on the fact that inclusion isn't about inviting people to a table; it's about redesigning the table, so everyone's voice naturally belongs. We know that it is not enough to have diversity if the structures don't empower all to contribute fully. To this end, UBL was awarded the UNDP Gender Equality Seal Gold Standard Certification which is a testament of our commitment to fostering an inclusive workplace through various initiatives. We could not have achieved these key milestones without the unwavering support of our internal and external stakeholders. We are, therefore, very appreciative, and we look forward to continued collaboration and partnership as F25 unfolds.

Sheila Sabune

Corporate Relations Director, UBL



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2-1	Organisational details	See page 4 of Annual Integrated Report
2-2	Entities included in the consolidated financial statements	See page 150 of Annual Integrated Report
2-3	Reporting period, frequency and contact point	Reporting period: Year ended Frequency of reporting: We report every year in line with our financial reporting. Publication date: Our Annual Report published in September, 2024 and our Sustainability Report published in September, 2023. Contact information: growing.value.together@eabl.com
2-4	Restatements of information	Our approach to restating information from previous reporting periods is included within the reporting approach. This includes restatements of baseline environmental data and restatement of code breach data.
2-5	External assurance	Assurance policy and practice 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. PwC PwC, an independent auditor, provided independent limited assurance of the EABL Annual Integrated Report for the year ended 30 June 2024.
2-6	Activities, brands, products and services	See page 6 of Annual Integrated Report
2-7	Employees	We employ 1,611 full-time employees around East Africa (Kenya, Tanzania and Uganda). The production side of the business includes sites across 3 countries.
2-8	Workers who are not employees	Most people who work on our behalf are employed by Diageo – although, like most manufacturing companies, we also employ contractors, the numbers of whom vary significantly by region. For the most part, when we use contractors, it's for: <ol style="list-style-type: none"> 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.
2-9	Governance structure and composition	Our governance structure is included in the Governance section of the Annual Report on page 117 - 118 See page xxx of this report for details on how we govern sustainability within our organization.
2-10	Nomination and selection of the highest governance body	See Annual Integrated Report page 120
2-11	Chair of highest governance body	See Annual Integrated Report page 106

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2-12	Role of the highest governance body in overseeing the management of impacts	See Annual Integrated Report page 118
2-13	Delegation of responsibility for managing impacts	See Annual Integrated Report page 119
2-14	Role of the highest governance body in sustainability reporting	See page 53 of this Report
2-15	Conflicts of interest	See Annual Integrated Report page 123
2-16	Communication of critical impacts	See Annual Integrated Report pages 94 - 97
2-17	Collective knowledge of the highest governance body	See Annual Integrated Report page 109 - 114
2-18	Evaluation of the performance of the highest governance body	See Annual Integrated Report page 124
2-19	Remuneration policies	See Annual Integrated Report page 139
2-20	Process to determine remuneration	See Annual Integrated Report page 139
2-21	Annual total compensation ratio	See Annual Integrated Report page 140
2-22	Statement on sustainable development strategy	See page 25 of this report for our Strategy In our Annual Integrated Report on page 27 and 35, 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.

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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 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>
2-24	Embedding policy commitments	<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. The Code is available to all our employees.</p>

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2-25	Processes to remediate negative impacts	<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>
2-26	Mechanisms for seeking advice and raising concerns	<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>
2-27	Compliance with laws and regulations	<p>Environmental compliance</p> <p>Our approach to water, energy, biodiversity, emissions, and effluents and waste is described on page</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>Socioeconomic 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 socioeconomic compliance, please see GRI 2-23 and 2-24.</p> <p>For information on our tax compliance see our Annual Integrated Report</p>

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2-28	Membership of Associations	Through 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. EABL is a proud member of the UN Global Compact, Africa Business Leaders Coalition, Kenya Association of Manufacturers (KAM), Kenya Private Sector Alliance (KEPSA)
2-29	Approach to Stakeholder Engagement	See page 57
2-30	Collective Bargaining Agreements	See page 89 - 91

Material Topics

3-1	Process to Determine Material Topics	See page 34 - 38
3-2	List of Material Topics	See page 34 - 38

Acknowledgments

Dr. Yvonne Maingey-Muriuki (LLB, MA, PhD Climate Change and Adaptation) – CaelKlima / EABL Consultant.

EABL Board of Directors and Leadership.

EABL Corporate Relations, Finance, Marketing, Supply, Commercial, Human Resources, Internal Audit, Business Integrity and Legal Departments.

Oxygene Marketing Communications.

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