

# DOING BUSINESS THE RIGHT WAY







The East African Breweries PLC (EABL) Board is committed to implementing and adhering to good corporate governance and best practice. Corporate Governance underpins the process and structure used to direct and manage the business and affairs of the Company towards enhancing business prosperity and corporate accountability with the ultimate objective of realising long-term shareholder value whilst taking into account the interests of other stakeholders. EABL is committed to the highest standards of Corporate Governance and Business Ethics.

### Our Commitment:

To operate in the right way in everything we do. This means embedding business integrity in the way we work, every day, everywhere.

### Our Objective:

To create the best-performing, most-trusted and respected consumer products company in the region.

### Our Approach:

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.

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.

GLOBAL SOCIETY 2030 TARGET	KEY PERFORMANCE INDICATOR	F21	F22	F23
Adherence and level of commitment to our Code of Conduct and global policies *	Total confirmed breaches of our Code of Business Conduct	11	17	13

\*We report confirmed breaches with a time lag of one quarter – to account for the time that it takes us to investigate and close on a case.

## Focus on Environmental, Economic and Social matters

ENVIRONMENTAL	ECONOMIC	SOCIAL
Supplier environmental assessment	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Anti-corruption</li> <li>Tax</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights Assessment</li> <li>Occupational Health &amp; Safety</li> <li>Training &amp; Education</li> <li>Labour/Management Relations</li> <li>Customer Privacy</li> </ul>



# Supplier Environmental Assessment

## Our Approach:

We are working on a market level approach to assessing our suppliers on environmental issues – in particular, climate change, water and implementing our sustainable agriculture strategy. For example, KBL has created a distributor environmental tool to allow them to map carbon emissions by distributors (in terms of fuel consumed and electricity utilised) and the number of trees that it would take to offset each distributor's carbon footprint.

To develop our engagement with participating suppliers, in support of our Society 2030: Spirit of Progress Scope 3 emissions reduction 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 ability to report Scope 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, whereby suppliers are assessed on their transparency, how they report their operational water risk, their water accounting information, the governance structures they have in place, their water usage targets and how they engage their supply chain.

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



On a global level, Diageo assesses environmental performance, which is reviewed by the Procurement Function, which reports to the 2030 Grain to Glass Strategy Business Review (SBR) team, which meets quarterly. We are in the process of working with our own procurement department to align with global standards of supplier screening.



We are yet to screen suppliers according to their categories 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 biodiversity, are most relevant to our agricultural raw material suppliers.



# Human Rights Assessment

## Our Approach:

Our Diageo Code of Business Conduct (CoBC) includes our commitment as a business in upholding Human Rights across our business and our value chain. Our Global Human Rights Policy and the Global Partnering with Suppliers Standard defines 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 risk and impacts; preventing child labour, discrimination, bullying and harassment in the workplace.



Everyone who works at EABL is a custodian of our trusted reputation. As part of the 2020 targets for societal impact, we made an external commitment to conduct Human Rights Impact Assessments in our markets in order to identify potential risks in our value chain and develop action plans to mitigate against those risks. These assessments identified three external risks as particularly salient to our business: Labour Rights, including the risk of child labour; Labour Standards for contract workers and sexual harassment in the hospitality sector. We have responded to these risks in a number of ways, including awareness programmes focused on child protection in agricultural supply networks, commissioning an independent study into contracted labour, and developing our Brand Promoter Standards and training aimed at protecting brand promotion teams from harassment.



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 key points of the policy.



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:

In the course of our commercial activities, we engage Brand Promoters from third party agencies. We have a zero-tolerance approach with respect to abuse and sexual harassment of Brand Promoters, as captured in our Brand Promoter Standards. We expect our third party suppliers, business partners and outlet owners to provide a safe and respectful working environment for Brand Promoters, which we enforce and monitor in our contractual arrangements. We have implemented a Brand Promoters' Standard and accompanying training aimed at protecting brand promotion teams from all forms of harassment.

We refresh our training for people in our Procurement and Sustainability functions who have direct responsibility for our Human Rights, responsible sourcing or supply governance programmes. The training is focused on the impact of purchasing practices on our supply chain. We train our Procurement teams on our Partnering with Suppliers Standard, which includes guidance on how we manage Human Rights and Labour Standard Risks within our supply chain. We also train employees, specifically at our supply sites, about security standards and awareness to ensure the integrity of our supply chain and to reduce the risk of human trafficking.

## Occupational Health & Safety

### Our Approach:

We are committed to ensuring that 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. All these are achieved by enforcing occupational health and safety policies, compliance to all applicable occupational health and safety legislation and Global Risk Management Standards. This is conducted in line with 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.

Some of the key initiatives that were in place in F23 include:

### KBL:

- On-site traffic improvements to further separate vehicles from people.
- Hazardous energies controls improvement targeting upgrade of our equipment and employee capability.
- Continued partnership with our transporters to improve road safety through audits and embedding safety controls in our contracts.
- Mental health sessions across the business as well as strengthening our physical health checks programme. Also notable are the state-of-the-art changing rooms for our female staff and contractors.

**SBL:**

- SBL Dar es Salaam site is the first site outside of the UK and Ireland to undertake a Safety Culture Assessment against compliance to Behavioural Standard. This helped the site identify gaps for safety improvement at the workplace and drive improvement through the resultant actions.
- Through CFTs (Cross-functional Teams) that include representatives from different functions, Health and Safety has been implemented in a codified manner across all the sites. This has helped to drive ownership for health and safety across the business and creating a visible Health and Safety culture.
- In F23, the Third Party Logistics Transport safety programme through its pillars, namely, Driver Management, Vehicle Management, Trip and Journey Management, Health and Safety Management and Safety Organisation structure has continued to be a step changer.
- Over 97% of the trucks have been installed with a Vehicle Tracking System and managed to run 4,194,396km without Lost Time Accidents (LTA). This vehicle tracking system is used to rate the performance of all the drivers and form the basis of the monthly Driver Reward and Recognition programme.

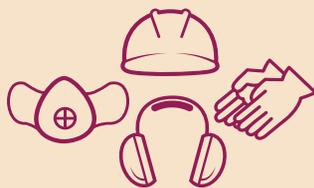
**UBL:**

- Process / Plant safety: The focus area was the improvement in the fire detection and fighting infrastructure, following the gap analysis conducted in the previous year, 2022. A £1.8 million fire upgrade project was approved and is currently under implementation. The expected completion date is September 2023.
- Other initiatives include the transition to online Visitor Management System (VMS), mandatory medical fitness to work screening for contractors involved in high-risk site activities, amplified reward, recognition and consequence management and quarterly performance reviews. These initiatives have led to zero recordable incidents in all construction projects in F23.
- Construction project safety: In F23 February, the Agriculture team that was using three motorbikes for their work were transitioned to single-cabin vehicles to eliminate the risk posed by use of motorcycles to deliver Diageo work on public roads.
- Behaviour safety programme: The launch of behavioural safety and subsequent workshops across 95% of the supply chain team also helped transform culture to realign UBL mission, vision, and core value of the business and elevate risks and behaviours around severe and fatal incident prevention programme.
- Occupational health and well-being: Monthly health talks, onsite wellness facilities, occupational needs assessment and monthly stratification of all occupational injuries and ill-health are some of the initiatives in place for improving employees' occupational health and well-being.



### **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 Well-being 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, identify hazards and assess risks to determine corrective actions.



### **Occupational health services**

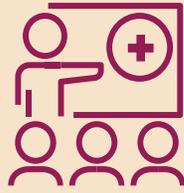
Our Occupational Health and Safety Strategy aims to create a culture free of work-related injury and illness for workers and a happier, healthier and more engaged workforce. Our continued focus on our Global Risk Management Standards makes sure that health, safety and well-being controls are in place. Internal data protection, 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 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. This year, 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.



### **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:

- MyLearningHub, 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.



### **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 Well-being channel on My Learning Hub, where employees will find the most up-to-date news and resources, and events. There are four sections covering mental, physical, social and financial well-being.
- Our Employee Engagement team runs health and well-being awareness capability weeks covering subjects, including, for example, mental health, mindfulness techniques and nutrition.



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

We build core Health and Safety requirements and KPI 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 those who 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 Well-being 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, specific worker groups and for specific conditions, including lung function and audiometry assessments for shift workers, and assessments for lone workers and professional drivers. Diageo's global standards also include industrial hygiene monitoring requirements for specific work groups or conditions, including workplace chemical exposures, noise, vibration and ionising radiation.

# 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 continuously learn, 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 fuel fulfilling employee experiences.



The process of 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.



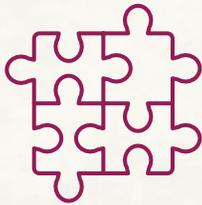
Our measurement control system enables markets to track and capture training hours of employees – from global and local programmes – within our My Learning Hub system.



# 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 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.



**Graduate Programme** – A process that assesses entry-level talent with high potential to join a 3-year rotational programme in Sales, Marketing, Supply, Finance, Human Resources or Corporate Relations.

- LEAP – A programme designed to create breakthrough in leadership capability demonstrating the leadership standard at senior management level with a view to shift from functional to cross-functional business know-how and impact.



**Fast Forward** – A unique learning journey for aspiring leaders who want to develop their next leadership level with increased self-awareness exploiting their full potential and supporting our business objectives. Two of our executive leaders are currently on this programme.



**Advanced Leadership Management Programme** – A unique learning journey designed for senior leaders to accelerate their career. 10 of our senior leaders from EABL are currently on this programme.

- Women In Leadership Management Programme – In partnership with Strathmore Business School, we have continued to run a Women in Leadership’ programme business since 2015 and have built the leadership capability of over 360 women in our business.

## Continuous Learning:

Building critical skills for the future continuous and purposeful learning powers our performance and growth. We provide learning opportunities that drive learning in four key areas i.e., formal education, providing exposure through coaching and other interactions, providing the right tools to support learning and creating 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 would need for their own development, making it easy to find, use, share and comment on a huge range of learning options. This platform has seen completion of over 100,000 courses.

To drive functional learning in the Commercial Function, we launched a monthly session dubbed 'Speak to the Expert' in which we invite professionals and experts to speak to certain topics of relevance to our business and our people. Topics have ranged from leadership, values, business sustainability, governance, marketing in a digital world e.t.c. This has provided an opportunity to search and spin on topical issues creating value for our employees and the business.

In Kenya, we launched the first-ever Reserve and Key Accounts Academy in Africa, a 12-month capability programme aimed at securing in-house talent by establishing a pipeline from our internal pool. The select cohort goes through a training programme that builds their skills and expertise in driving reserve and luxury brands.

At EABL Supply, we launched 'Elevate, Let's Talk Careers', a career engagement platform that aims to elicit exciting and thought-provoking career development conversation that is unique to Supply Chain Functions in East Africa. During the inaugural session, we had an executive leader in Supply Chain sharing his personal career journey and, thereafter, a career MasterClass delivered by the HR Director at UBL.

The Supply Leadership Team in Kenya also completed 'Good to Great' coaching training to equip them with coaching skills that will enable high-performing teams.



# Labour/Management Relations

## Our Approach:

Our employee well-being continues to be our utmost priority. We believe the ideal well-being 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 well-being philosophy makes well-being part of our everyday culture.



**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, bullyish 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:** On March 22, 2022, we launched our Domestic and Family Abuse Guidelines as a step towards our Inclusion and Diversity commitment 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 – 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 localised guidelines on March 15, 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.

## 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

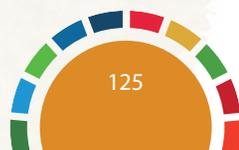
EABL has robust policies on Information Management and Security as well as Data Privacy and Protection, which are revised annually and as deemed necessary. There is clear guidance on the following:

- (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 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.
- (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.





## Meet some of our leaders

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**We diligently monitor and interpret evolving regulations related to sustainability, environmental protection, and social responsibility.**



As the Legal Director of EABL, I am proud to be a part of a purpose-driven organisation. Working alongside everyone in the organisation to navigate the intricate landscape of sustainability and corporate responsibility is not without its challenges, however, the collective commitment to excellence has been commendable. Our legal department plays an integral role in ensuring that our sustainability commitments are not only aspirational but also firmly rooted in compliance, transparency, and accountability. We diligently monitor and interpret evolving regulations related to sustainability, environmental protection, and social responsibility. By staying ahead of legal developments, we help the company anticipate and adapt to changes in the legal landscape. We also support the organisation in ensuring accurate and transparent reporting, which is paramount in demonstrating our progress towards sustainability goals. Our legal team collaborates closely with other departments to ensure that our reporting is comprehensive and compliant with relevant standards.

*Nadiola Rowlands*

GROUP LEGAL DIRECTOR, EABL

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**From environmental regulations to labour laws and supply chain management, sustainability considerations must be integrated into our legal practices.**



Sustainability is not only an ethical obligation but also a legal imperative that EABL embraces wholeheartedly. In today's world, businesses are increasingly being held accountable for their environmental and social impact, and as the Business Integrity department, we play a crucial role in ensuring compliance with relevant laws and regulations related to sustainability.

From environmental regulations to labour laws and supply chain management, sustainability considerations must be integrated into our legal practices. We must stay updated on emerging sustainability laws and regulations at the local, national, and international levels and guide our organisation in adhering to these standards.

*Alan Muguma*  
EABL Business Integrity Director





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**Collaboration is key. I encourage all of you to join us on this journey by embracing sustainable practices in your respective roles.**



Making our procurement processes sustainable isn't only about making environmentally conscious choices; it's about redefining how we source, engage with suppliers, and contribute to a greener, more responsible future. We actively seek out suppliers who share our sustainability values and practices, and we ensure that we work with suppliers who have a strong belief in ethical practices. We believe that, when we partner with like-minded organisations, we can collectively drive positive change across the supply chain. Collaboration is key. I encourage all of you to join us on this journey by embracing sustainable practices in your respective organisations. Whether you're a part of sourcing, supplier relations, or any other related function, your dedication and passion for sustainability will help drive meaningful change.

*Arthur Mambura*

Head of Procurement, Africa

