

Accelerating to a  
**Low Carbon World** 

2023 SUSTAINABILITY REPORT



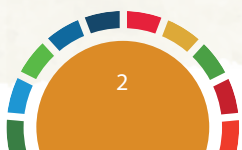




# FOREWORD

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For a long time, East African Breweries PLC, EABL, has been a strategic partner to the Ministry of Environment, Climate Change and Forestry. It has supported the exchange of knowledge, expertise, and best practices, ensuring that sustainable solutions are grounded in scientific evidence, practical feasibility, and broad-based stakeholder engagement.





Foreword By  
**HON. SOIPAN TUYA** – Cabinet Secretary,  
Ministry of Environment, Climate Change and Forestry

**W**e stand at a critical juncture in history, where the urgent need to address climate change, social inequality, and environmental degradation has never been more apparent. The consequences of inaction are severe and far-reaching, impacting communities, economies, and our planet's delicate ecosystems. However, within this challenge lies an incredible opportunity for transformation, innovation, and sustainable development.

Within this context, the partnership between the government and private sector, for sustainability, is a pivotal alliance that holds immense potential for driving transformative change and achieving a sustainable future. We value collaboration and we value our allies – we all have a role to play in ensuring a sustainable future for our children and their children.

While we at the Ministry possess the regulatory power, policy framework, and public mandate necessary to set ambitious sustainability targets, establish standards, and create an enabling environment for sustainable practices, the private sector brings innovation, resources, and entrepreneurial spirit, which are essential for implementing sustainable solutions at scale and driving economic growth.

For a long time, East African Breweries PLC, EABL, has been a strategic partner to the Ministry of Environment, Climate Change and Forestry. It has supported the exchange of knowledge, expertise, and best practices, ensuring that sustainable solutions are grounded in scientific evidence, practical feasibility, and broad-based stakeholder engagement.

Through our partnership, I believe we have unlocked new opportunities for investment, job creation, and economic growth.

Together, we can continue to accelerate the transition to a low-carbon economy, promote circularity and resource efficiency, and contribute to the achievement of national and global sustainability goals, such as the United Nations' Sustainable Development Goals (SDGs).

Together, we are redefining the relationship between business and society, demonstrating that economic prosperity and environmental stewardship can go hand in hand.

It is with great pleasure and a sense of camaraderie that I introduce EABL's 2023 Sustainability Report to the public. The report emphasises the significant strides made by the organisation in advancing key environmental objectives. It highlights their commitment to reducing greenhouse gas emissions, promoting renewable energy, conserving biodiversity, and ensuring clean and accessible water resources. Furthermore, it demonstrates EABL's dedication to empowering communities, raising environmental awareness, and integrating sustainable practices into various sectors of the economy.

At the Ministry, we recognise that a sustainable future can only be achieved through shared responsibility and collective efforts.



**Together,**  
we can continue  
to accelerate the  
transition to a low-  
carbon economy.



# CONTENTS



## ABOUT THIS REPORT

This Sustainability Report 2023, aims to complement our 2023 EABL Annual Integrated Report by providing a detailed overview of our performance against our sustainability strategy 'Society 2030: Spirit of Progress'. It is prepared in accordance with the GRI Standards: Comprehensive Option.



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**MESSAGES FROM  
OUR LEADERSHIP**









# MESSAGE FROM THE GROUP BOARD CHAIRMAN

“

I invite you to delve into the pages of this report, explore our achievements, and join us on this crucial journey towards sustainability.





I am honored to present to you our third annual Sustainability Report, detailing our progress against our 10-year strategic action plan – Society 2030: Spirit of Progress. While we are immensely proud of the achievements detailed within this report, we also acknowledge that we are evolving and growing every year in our sustainability journey.

As we confront emerging challenges and navigate an ever-changing landscape, we recognise the importance of continual improvement, innovation, and adaptive management. We value the power of learning, and we will continue to use our sustainability reporting process to reflect and build on our existing approaches.

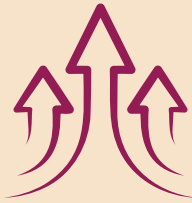
We remain resolute in our commitment to implementing evidence-based policies, driving technological advancements, and nurturing partnerships that accelerate progress towards our sustainability goals.

Crucially, this report serves as a platform for transparency and accountability. We believe that open dialogue and the exchange of knowledge are fundamental to fostering trust and engagement with our stakeholders.

It is through this shared understanding that we can harness the collective power to overcome obstacles, shape policies, and create transformative change.

We extend our gratitude to the dedicated individuals, organisations, communities and governments who continue to walk the journey with us. Without your collaboration, passion, and unwavering commitment to our causes, our achievements would not have been possible. Together, we have laid the groundwork for a more sustainable future—a future in which communities prosper, nature thrives and generations to come can inherit a healthy and resilient planet.

I invite you to delve into the pages of this report, explore our achievements, and



**While we are immensely proud of the achievements detailed within this report, we also acknowledge that we are evolving and growing every year in our sustainability journey.**



**We value the power of learning, and we will continue to use our sustainability reporting process to reflect and build on our existing approaches.**

join us on this crucial journey towards sustainability.

Together, let us keep marching forward, driven by the shared vision of a harmonious coexistence between humanity and nature—a future in which our legacy is one we can be proud to pass on to future generations.

*Dr. Martin Oduor-Otieno, CBS*

Group Board Chairman





# MESSAGE FROM THE GROUP MD & CEO

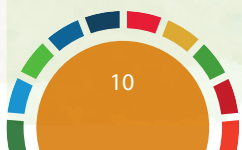
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**Our top management team is going through a unique programme called Leading Sustainable Corporations in partnership with the Oxford Saïd Business School.**



**O**ur sustainability strategy, Society 2030: Spirit of Progress, is deeply ingrained in our long-term business strategy and its ambition aims to make a positive impact on people and the planet everywhere we live, work, source and sell. At the heart of Society 2030: Spirit of Progress are three

priorities: Promote Positive Drinking – changing the way the world drinks, for the better, Champion Inclusion and Diversity – creating an inclusive and diverse culture for a better business as well as Pioneer Grain-to-Glass Sustainability – preserving the natural resources we all depend on.





We are leveraging partnerships to support our Society 2030: Spirit of Progress objectives. EABL joined the Africa Business Leaders Coalition (ABLC) at the COP27 Summit in November last year and became a signatory of the Climate Statement. The statement is signed by fifty six African companies from a range of sectors and includes commitments around climate adaptation and resilience, and a just transition and mitigation. One of our most significant achievements on climate adaptation and resilience is the operationalisation of biomass plants in Kampala, Kisumu and Nairobi, which has brought us to the point where we are mainly using renewable energy in our operations.

Moreover, we are committed to enhancing our staff capability. We have made strategic investments in education and training across the organisation to ensure that sustainability principles are well-understood and successfully executed. Further, our top management team is going through a unique programme called Leading Sustainable Corporations in partnership with the Oxford Saïd Business School. This programme has helped leaders to not only understand Sustainability but also actively advocate for and lead it in their different departments.


The progress against our Society 2030: Spirit of Progress goals is defined by key performance indicators that drive accountability and is reported through our annual Integrated Report as well as our separate Sustainability Report. I am, therefore, happy to present our third annual Sustainability Report, showcasing our organisation's commitment to building a more sustainable future.

I extend my appreciation to all our employees, whose passion and dedication drive our sustainability initiatives forward. I also express gratitude to our stakeholders for their trust, support, and invaluable

input. Together, we will shape a sustainable future that not only benefits our organisation but also contributes to the well-being of society and the preservation of our planet.

*Jane Karuku, MGH*

Group MD & CEO



**UNITED NATIONS  
CLIMATE CHANGE**

**COP 27**

**SHARM EL-SHEIKH  
7-18 NOVEMBER 2022**



**We have also made strategic investments in education and training across the organisation to ensure that sustainability principles are well-understood.**





# MESSAGE FROM THE KBL MANAGING DIRECTOR

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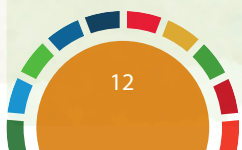
Furthermore, this year we concluded the successful pilot of Project Rudisha, through which we aim to run a sustainable glass collection operation in our Spirits business.



“**W**e are the first generation to feel the effect of climate change and the last generation who can do something about it.”

- Barack Obama, Former US President

I am delighted to present our third annual Sustainability Report to the world. We in KBL are proud of the strides we have made in integrating sustainability into our business practices, fostering social impact, and preserving the environment. We recognise that our operations have direct and indirect





impacts on the environment, communities, and the economy and as such, have embraced sustainability as a core value, shaping our decisions, strategies, and actions. Environmental stewardship lies at the heart of our sustainability efforts. We are dedicated to reducing our carbon emissions, conserving natural resources, and promoting sustainable practices throughout our value chain.

Through renewable energy investments, waste reduction programmes, and responsible sourcing, we aim to contribute to the preservation of Kenya's natural beauty and combat climate change.

Our production sites are almost 100% net zero, since we installed biomass across our operations. In the last six months, since January 2023, we have been producing our beverages mainly from renewable energy, with our biomass boilers at our Kisumu and Tusker plants, the latter in Nairobi, running at over 97% renewable fuel.

Furthermore, this year we concluded the successful pilot of Project Rudisha, through which we aim to run a sustainable glass collection operation in our Spirits business.

We will make the shift from one way glass use to a returnable spirits glass model. Rudisha will help us reduce our Scope 3 emissions, value chain emissions, which are the majority of businesses' total greenhouse gas (GHG) emissions. The other benefits of the project will include reduced water and energy consumption, reduced contribution to landfills and reduced cost of business. Additionally, the project will provide jobs to people who will collect, wash, sort, and return the glass bottles to us.

Project Rudisha demonstrates our awareness and understanding of the interconnected nature of sustainable practices, and we look forward to the next phase of the project.



**289,542**

**KBL significantly surpassed our annual targets on our SMASHED programme, reaching 289,542 students with messages on the dangers of underage drinking.**



**268,013**

**We also significantly surpassed our Water Replenishment targets, achieving an outcome of 268,013 cubic metres.**

Additionally, this year KBL significantly surpassed our annual targets on our SMASHED programme, reaching 289,542 students with messages on the dangers of underage drinking. We worked closely with partners such as the Ministry of Education, the Teachers Service Commission, and various secondary schools across the country to achieve this. Furthermore, we continue to sustain and develop our partnership with the National Transport and Safety Authority (NTSA) to educate and sensitise road users on responsible drinking to enhance road safety in Kenya. We also significantly surpassed our Water Replenishment targets, achieving an outcome of 268,013 cubic metres, compared to a target of 221,948 cubic metres.

Also unique was our approach to implementing Inclusion and Diversity during the year. We ran an all-women smallholder farmer training to not only train the women farmers on good agricultural practices, but to also discuss gender and social norms prevalent in the smallholder farmer communities.

At KBL, sustainability is not just an aspiration but a driving force that propels our organisation forward. True leadership lies in integrating sustainability into our DNA, empowering our teams to think creatively, and nurturing a culture that values purpose-driven action. Together, we can build resilient organisations that drive positive change and create a world we can be proud to leave behind.

*Mark Ocitti*

KBL Managing Director





## MESSAGE FROM THE SBL MANAGING DIRECTOR

“

We are passionate about engaging in projects and activities that drive real, tangible and long-lasting impact.



“**T**he time is past when humankind thought it could selfishly draw on exhaustible resources. We know now the world is not a commodity.”

- Francois Hollande, Former President of France

On behalf of Serengeti Breweries Limited (SBL), I am pleased to share our contribution to EABL's third annual Sustainability Report. In Tanzania, we are blessed with rich natural resources, diverse ecosystems, and vibrant communities. However,



we also face significant environmental and social challenges that require our immediate attention and collective action. As a responsible corporate citizen, we recognise the importance of preserving our environment, uplifting communities, and promoting sustainable practices that benefit present and future generations.

We are passionate about engaging in projects and activities that drive real, tangible and long-lasting impact. In support of this, we have made some thoughtful investments this financial year to ensure that we continue to scale our initiatives. For example, we injected Tsh. 380 million to fund the renovation and construction of the Kwamizi water dam in Handeni District, Tanga region.

The project, which is being implemented in partnership with Water Aid and the local government, has a capacity to hold 108,800 cubic metres of water and provide clean water to 2,000 men, women and children of Handeni District. This is particularly impactful as, according to latest research by the World Bank, in 2023, only 61% of households in Tanzania currently have access to a basic water-supply, 32% have access to basic sanitation, and 48% have access to basic hygiene. As a business that strives for positive impact, improving water access and availability for our communities is a priority action for us.

In addition, this year we partnered with the Ministry of Agriculture and the Foundation for Disability Hope to empower over 100 persons abled differently (PADs) through agricultural and business training in Dodoma. 50% of the participants were women, who are historically excluded from economic opportunities.

There is much more that we have been working towards in support of Society 2030: Spirit of Progress, our sustainability strategic ambitions which we detail throughout the report. The detailed reporting ties to our commitment, as



**100**

**This year we partnered with the Ministry of Agriculture and the Foundation for Disability Hope to empower over 100 persons abled differently (PADs) through agricultural and business training in Dodoma.**



**108,000**

**The project, which is being implemented in partnership with Water Aid and the local government, has a capacity to hold 108,800 cubic metres of water and provide clean water to 2,000 men, women and children of Handeni District.**

SBL, to transparent governance and ethical conduct, which are paramount to our sustainability journey. We value trust, and we are committed to building strong relationships with our customers, employees, suppliers, and communities.

As business leaders, we have the power to shape a sustainable future. We continue to use our experience, resources, and creativity to redefine success by integrating sustainability into every aspect of our operations. We remain committed to create a world where profitability goes hand in hand with environmental stewardship and social progress.

*Obinna Anyalebechi*  
SBL Managing Director





## MESSAGE FROM THE UBL MANAGING DIRECTOR

“

It's about leaving a positive legacy for future generations, demonstrating that business can be a force for good.



“**C**limate change is the single greatest threat to a sustainable future, but at the same time, addressing the climate challenge presents a golden opportunity to promote prosperity, security and a brighter future for all.”  
- Ban Ki-Moon, Former Secretary-General of UN

Our commitment to sustainability has never been about ticking boxes or meeting regulations; it's about embracing a higher purpose. It's about leaving a positive legacy for future generations, demonstrating that business can be a force for good, and showing that profitability and sustainability are



not mutually exclusive but interconnected drivers of lasting success. This is the ethos we live by at Uganda Breweries Limited (UBL).

We have a responsibility within the wider ecosystem, as Uganda, like many other countries, faces a range of environmental and socio-economic challenges that impact its development and the well-being of the people.

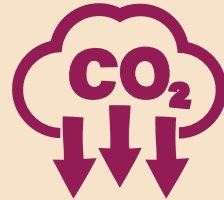
Addressing these socio-economic challenges requires concerted efforts from the government, civil society, and development partners. It entails investing in human capital development, improving governance and institutional capacity, promoting inclusive economic growth, and prioritising sustainable development practices.

In our endeavour to tackle the climate crisis, I am happy to report significant progress in our carbon reduction journey. Since December 2022, we are proud to report that we have transitioned fully from non-renewable sources to biomass utilisation, effectively cutting 95% of our carbon emissions. We are also tackling our post-consumer waste. This year, we entered into a partnership with five peer companies in beverage production to form an Extended Producer Responsibility organisation to manage our plastic packaging waste, collectively.

We are also cognisant that significant gender disparities persist in Uganda, particularly regarding access to education, employment, and decision-making positions.

Discrimination and gender-based violence remain issues hindering inclusive development and women's empowerment. For this reason, we have invested heavily in championing Inclusion and Diversity, enabling women to have equal access to opportunities.

We leverage partnerships to increase the



**95%**

**Since December 2022, we are proud to report that we have transitioned fully from non-renewable sources to biomass utilisation, effectively cutting 95% of our carbon emissions.**



**60%**

**Among the 202 beneficiaries of the 'Learning for Life' programme, 60% were women, and 10% were people with disabilities (PWDs).**

scale and impact of our Inclusion and Diversity programmes. This year we partnered with the office of the Luzira Women Councillor, LC III, in March 2023, to offer agribusiness training and donate 2,000 mushroom gardens to Luzira single mothers. Women face unique barriers as a result of structural inequity, and we sought to reduce the growing income gaps that put them at a greater risk of poverty in Luzira.

We also worked closely with the Mayuge Health Centre and donated a universal anaesthesia machine with a monitor, vaporiser, and ventilator.

Furthermore, to address income disparities, this year we delivered the Learning for Life programme, our training initiative that seeks to promote equal access to hospitality education. Among the 202 beneficiaries, 60% were women, and 10% were people with disabilities (PWDs).

We cannot afford to be passive bystanders in the face of social inequality. As business leaders, we have a unique platform and responsibility to take bold actions, invest in sustainable practices, and inspire others to follow suit.

Let's lead by example, leaving a legacy of positive impact and showing that business can be a driving force for sustainability.

*Andrew Kilongo*  
UBL Managing Director





# MESSAGE FROM THE GROUP CORPORATE RELATIONS DIRECTOR

“

At EABL, we firmly believe that by working together with like-minded organisations, governments, communities and stakeholders, we can drive meaningful change and create a lasting impact.



**U**nless we take action on climate change, future generations will be roasted, toasted, fried and grilled.”

– Christine Lagarde

I am pleased to share our organisation’s commitment to sustainability and the progress we have made on our journey. Sustainability is not just a standalone initiative; it is ingrained in our corporate DNA and central to our long-term success.



Our sustainability efforts are driven by a deep sense of responsibility towards the environment, society, and our stakeholders. Through effective corporate relations, we strive to build strong partnerships with our stakeholders. We actively engage with employees, customers, suppliers, investors, communities, and civil society organizations to understand their expectations, address concerns, and align our sustainability initiatives with their needs.

At EABL, we firmly believe that by working together with like-minded organisations, governments, communities and stakeholders, we can drive meaningful change and create a lasting impact. This financial year we have continued to sustain meaningful collaborations with our stakeholders and have forged new relationships that we look forward to nurturing. For example, we have partnered with Care International to develop a Gender Inclusion Toolkit to empower our communities on the importance of including women in water projects leadership committees, thereby further enhancing the delivery and longevity of our water projects.

Further, we have continued to make 'Ambassadors of Sustainability' out of our diverse workforce through continued education and awareness creation of our sustainability strategy.

To this end, this financial year we held a unique Sustainability Week for our staff, and we engaged various external stakeholders, including those in the entertainment arena, to bring our sustainability strategy to life in a more creative and engaging manner. We cover this in more detail in this report.

Our approach to corporate relations is rooted in openness and active listening. We value the feedback and perspectives of our stakeholders, as they play a critical role in shaping our sustainability strategy and actions. By fostering constructive dialogue,



**Through Project Rudisha, which is geared towards reducing our carbon emissions and waste to landfill by reusing our Spirits bottles, we have engaged our distributors in the collection and return of used bottles.**



**By fostering constructive dialogue, we can build shared understanding, identify common goals, and co-create sustainable solutions that deliver value for all.**

we can build shared understanding, identify common goals, and co-create sustainable solutions that deliver value for all. It is only together and in embracing the spirit of ubuntu, that we can create a sustainable future, one that balances economic growth, social progress, and environmental stewardship. I am proud of our achievements thus far and look forward to the continued journey ahead, working hand in hand with our stakeholders to drive positive change.

*Eric Kiniti*

Group Corporate Relations Director





Accelerating to a **Low Carbon World**

# **OUR SUSTAINABILITY STRATEGY**









# OUR GLOBAL COMMITMENT



**SOCIETY 2030: SPIRIT OF PROGRESS** is Diageo's 10 year 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 **5 Million PEOPLE**



**EDUCATE**

**10m**

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



**REACH**

**1bn**

people 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**



**Improving employability and livelihoods for**

**200,000**

people through Learning for Life and other skills initiatives

Providing skills and resources to

**1.5m** people 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.




Every drink we make will use **30% less water** than today 


**150+**  community water projects 

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



ALL OUR OPERATIONS WILL BE: **NET ZERO CARBON**

POWERED BY  **100%** Renewable Energy

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



**ZERO WASTE**  
Achieve zero waste in our **direct operations** and zero waste to **landfill** throughout our supply chain 

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

**150,000**  **SMALLHOLDER FARMERS**

**100%** OF OUR PACKAGING WILL BE **WIDELY RECYCLABLE**  WITH **60%** MADE FROM **RECYCLED MATERIAL**



**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





# OUR APPROACH TO REPORTING ON KEY ENVIRONMENTAL, SOCIAL AND GOVERNANCE TOPICS

**O**ur ambition is to be one of the best-performing, most-trusted and respected consumer products companies in the world. To achieve that 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 Society 2030: Spirit of Progress Environmental, Social and Governance (ESG) 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, protecting the environment and the natural resources we all rely on, and our commitment to skills development, empowerment, inclusion and diversity.

Reporting transparently on 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 Annual Integrated Report with an entire section dedicated to progress against our ESG Strategy – Society 2030.



We publish our annual Sustainability Report detailing progress on specific key performance indicators (KPIs) on Society 2030.



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 Society 2030: Spirit of Progress strategy.



# Reporting Boundaries

Reporting boundaries are based on the fiscal year 2023, running from 1 July 2022 to 30 June 2023.

## Baseline year:



Our baseline year set as the financial year ended June 30, 2020, applies to all of our Society 2030: 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 June 30, 2023. Dates refer to financial years unless otherwise stated. The boundaries for all data disclosed in the Annual Intergrated 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.

## 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.



**TRANSLATING OUR  
SOCIETY 2030:  
SPIRIT OF PROGRESS  
PLAN TO THE  
GLOBAL REPORTING  
INITIATIVE (GRI)**







# How we have complied with the GRI Standards







EABL has reported in accordance with the GRI 2021 Standards with reference to the Nairobi Securities Exchange (NSE) Guidelines – Mandatory Disclosures.

The material in this report references the following disclosures:

 <p>FOUNDATION</p>	 <p>SOCIAL</p>
<p>GRI 1-1 to 1-8 from GRI 1: Foundation 2021</p>	<p>GRI 412-01 to 412-03 from GRI 412: Human Rights Assessment 2016</p>
 <p>GENERAL</p>	<p>GRI 403-01 to 403-10 from GRI 403: Occupational Health and Safety 2018</p>
<p>GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021</p>	<p>GRI 404-01 to 404-03 from GRI 404: Training and Education 2016</p>
 <p>MATERIAL TOPICS</p>	<p>GRI 405-01 to 405-02 from GRI 405: Diversity and Equal Opportunity 2016</p>
<p>GRI 3-1 to 3-3 from GRI 3: Material Topics 2021</p>	<p>GRI 402-01 from GRI 402: Labour/Management Relations 2016</p>
 <p>ECONOMIC</p>	<p>GRI 418-01 from GRI 418: Customer Privacy 2016</p>
<p>GRI 201-01 to 201-04 from GRI 201: Economic Performance 2016</p> <p>GRI 205-01 to 205-03 from GRI 205: Anti-corruption 2016</p> <p>GRI 207-01 to 207-04 from GRI 207: Tax 2019</p>	
 <p>ENVIRONMENTAL</p>	
<p>GRI 305-01 to 305-07 from GRI 305: Emissions 2016</p> <p>GRI 308-01 to 308-02 from GRI 308: Supplier Environmental Assessment 2016</p>	





GRI STANDARDS			Our Strategic Focus Area
Universal Standards	1	Foundation – Reporting Principles 	<ul style="list-style-type: none"> <li>• Approach to Reporting</li> <li>• Doing Business the Right Way from Grain to Glass</li> </ul>
	2	General Disclosures 	<ul style="list-style-type: none"> <li>• Organizational Profile</li> <li>• Strategy</li> <li>• Ethics and Integrity</li> <li>• Governance</li> <li>• Stakeholder Engagement</li> <li>• Reporting Practice</li> <li>• Doing Business the Right Way from Grain to Glass</li> </ul>
	3	Material Topics 	<ul style="list-style-type: none"> <li>• Material Topics and their Boundaries</li> <li>• Management Approaches</li> <li>• Evaluation of Management Approaches</li> <li>• Doing Business the Right Way from Grain to Glass</li> </ul>
Topic-specific standards	200	Economic 	<ul style="list-style-type: none"> <li>• Champion Inclusion and Diversity</li> <li>• Pioneer Grain to Glass Sustainability</li> <li>• Doing Business the Right Way from Grain to Glass</li> </ul>
	300	Environmental 	<ul style="list-style-type: none"> <li>• Pioneer Grain to Glass Sustainability</li> <li>• Doing Business the Right Way from Grain to Glass</li> </ul>
	400	Social 	<ul style="list-style-type: none"> <li>• Pioneer Grain to Glass Sustainability</li> <li>• Champion Inclusion and Diversity</li> <li>• Promote Positive Drinking</li> <li>• Doing Business the Right Way from Grain to Glass</li> </ul>



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

We are also including an NSE content index to show how we have adopted the NSE ESG Guidance Manual mandatory disclosures.

	GENERAL	ECONOMIC	SOCIAL	ENVIRONMENTAL
<b>Governance</b>	GRI 1-1 to 1-8 from GRI 1: Foundation 2021	Economic Performance	Human Rights	Environmental Compliance
	GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021	Doing Business the Right Way GRI 201-01 to 201-04 from GRI 201: Economic Performance 2016	Doing Business the Right Way GRI 412-01 to 412-03 from GRI 412: Human Rights Assessment 2016	Pioneer Grain to Glass Sustainability
<b>Environmental and social risk management</b>	Pioneer Grain to Glass Sustainability	Taxes	Labour and Working Conditions	Emissions (Carbon Footprint Assessment)
	Promote Positive Drinking	Doing Business the Right Way GRI 207-01 to 207-04 from GRI 207: Tax 2019	Doing Business the Right Way GRI 402-01 from GRI 402: Labour/Management Relations 2016	Pioneer Grain to Glass Sustainability GRI 305-01 to 305-07 from GRI 305: Emissions 2016
<b>Stakeholder engagement</b>	GRI 1-1 to 1-8 from GRI 1: Foundation 2021	Anti-corruption	Occupational Health and Safety	
	GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021	Doing Business the Right Way GRI 205-01 to 205-03 from GRI 205: Anti-corruption 2016	Doing Business the Right Way GRI 403-01 to 403-10 from GRI 403: Occupational Health and Safety 2018	
<b>Regulatory compliance</b>	GRI 1-1 to 1-8 from GRI 1: Foundation 2021		Training and Education	
	GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021		Doing Business the Right Way GRI 404-01 to 404-03 from GRI 404: Training and Education 2016	





# SOCIETY 2030: SNAPSHOT OF PROGRESS 2023



## POSITIVE DRINKING

**458%**

We greatly surpassed our annual target to reach **74,000** young people through the SMASHED campaign by **458%** - reaching **338,550** people

**401%**

We also surpassed our annual targets on the Wrong Side of the Road Campaign – **401%** above our target to reach **18,500** people and educated **74,152** people

**238%**

**29,011,638** people reached with messages of moderation across our markets. This is **283%** improvement in our performance from last year



## CHAMPION INCLUSION AND DIVERSITY

**47%**

**47%** of our leadership are women

**115%**

**115%** above our annual target to train **13,000** through the Diageo Bar Academy, we trained **14,951**

**57%**

Remain above our Society 2030 target to ensure that **50%** of our beneficiaries in community projects are women – we maintained **57%**





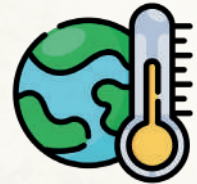
## PRESERVE WATER FOR LIFE

- 106%** We replenished **398,264m<sup>3</sup>** of water, **106%** above our annual target demonstrating the success of our investment in boosting the water efficiency of our sites
- 100%** We completed **100%** of our water collective action projects, while ensuring that at least **50%** of project beneficiaries were women
- 3.3l** We continue to improve on water efficiency in our operations, utilizing **3.3 litres** of water per litre of packaged product



## ACCELERATE TO A LOW CARBON WORLD

- 55%** A significant improvement in our carbon emissions, we are now at **28.29 kt CO<sub>2</sub>e**, **55%** less than 2022. This is largely driven by rolling out our biomass projects in Uganda and Kenya
- 96.4%** Our sites run on **96.4%** renewable electricity for our operations
- 64.86%** **64.86%** renewable energy use in our operations – up from **25.8%** last year



## BECOME SUSTAINABLE BY DESIGN

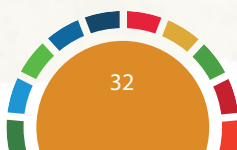
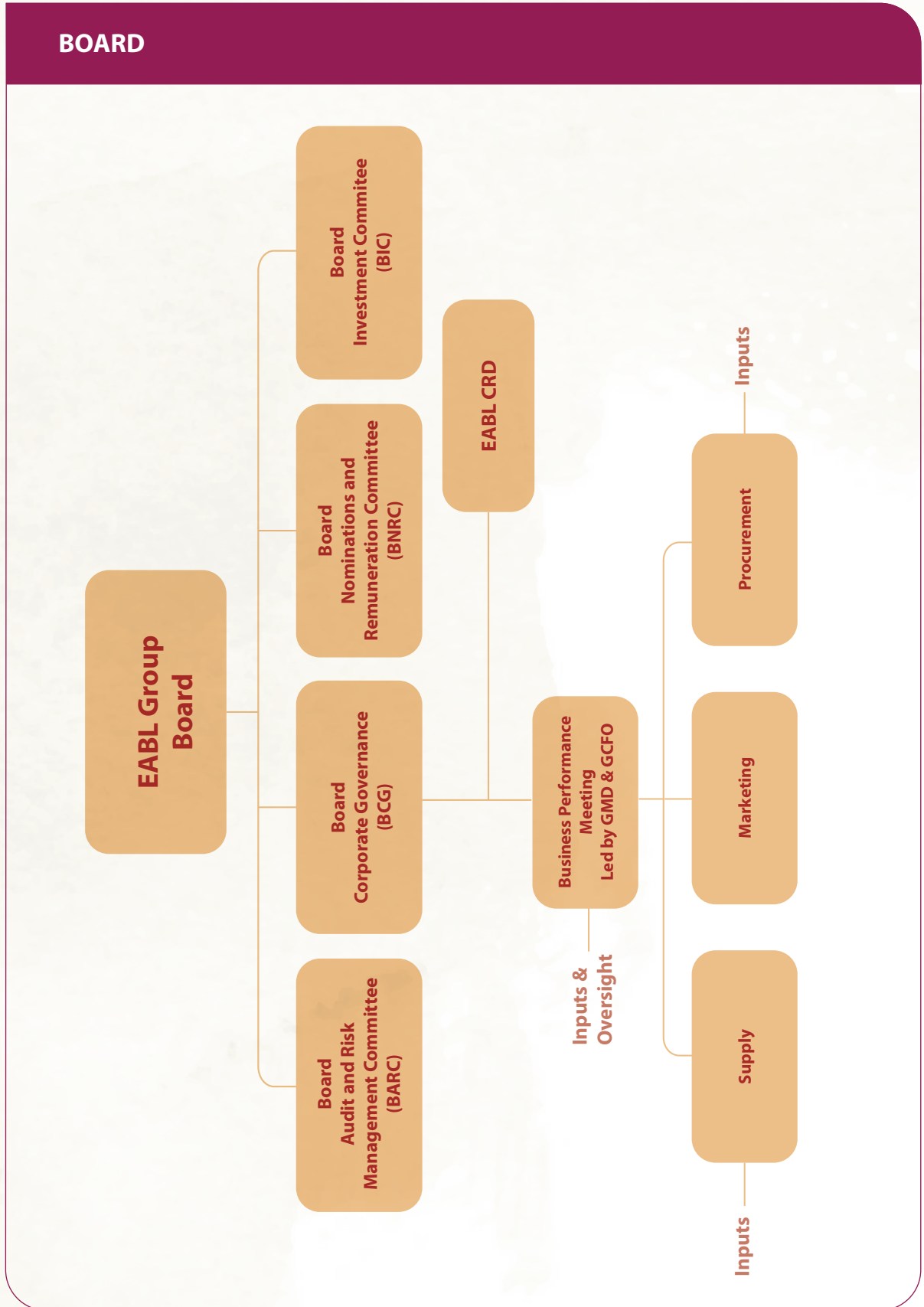
- 97.90%** **97.90%** of all our plastics used are widely recyclable, reusable and compostable
- 200 JOBS** Launched Project Rudisha, and successfully collected 4,000 cases in the pilot and created **200 jobs**







# Our Governance Around Sustainability





## SUSTAINABILITY STRUCTURE



Eric Kiniti

**Group Corporate Relations Director**



Juliana Kagwa

**Corporate Relations Director**



John Wanyancha

**Corporate Relations Director**



Suleiman Ngondi

**Sustainability & Communications Manager**



Juanita Mramba

**Head of Sustainability**



Maryanne Nderu

**Sustainability Manager - Diageo in Society & Foundation**



Waithera Mwai

**Sustainability & Stakeholder Engagement Manager**



Wangeci Njagi

**Team Assistant Corporate Relations & Marketing, Brands & Sustainability**



Rispa Hatibu

**Communications & Sustainability Manager**

**Uganda**

**Kenya**

**Tanzania**





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

1. The Board ensures that the long-term sustainability of the organisation is assured and demonstrated through the senior management's decisions on the operational aspects of the business.
2. The Board holds the management to account for corporate sustainability performance as a fiduciary responsibility to stakeholders.
3. The Board makes decisions, reviews and approves the strategy of the Company in relation to sustainability.
4. The Board ensures that the business has in place ESG frameworks, and sustainability matters are incorporated into purpose, governance, strategy, decision-making, risk management, and accountability reporting.
5. The Board also has oversight on execution of the ESG strategy.

## A. Documentation of the Board's Role in Sustainability

- a. The Board Charter provides for the Board's responsibility in making decisions, and reviewing and approving the strategy of the Company in relation to corporate social responsibility and sustainability, ethics, and environmental stewardship.
- b. 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.
- c. 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 strategy and key matters discussed. As ESG is so broad, oversight responsibilities may be split across committees, for example:

- a. The Board Corporate Governance (BCG) Committee has ESG as a standing agenda as sustainability is one of the key pillars of good corporate governance. The BCG Committee makes decisions, reviews, and approves the strategy of the Company in relation to sustainability.
- b. The Board Nominations and Remuneration Committee (BNRC) incorporates ESG priorities into compensation and incentives.
- c. The Board Investment Committee (BIC) considers ESG-related financing and investment decisions.



## Sustainability Team

- 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.
- To ensure that sustainability is integrated into all business areas and Group functions, and training at departmental levels was done during the year. Additionally, a Sustainability Week initiative was introduced to further create awareness on the sustainability strategy and the role of every staff in executing it.





# MATERIAL TOPICS AND THEIR BOUNDARIES

## OUR MATERIALITY ASSESSMENT PROCESS

- Process to determine Material Topics (GRI 3-1)
- List of Material Topics (GRI 3-2)
- Management of Material Topics (GRI 3-3)

## WHAT MATTERS MOST TO OUR BUSINESS AND STAKEHOLDERS

In late 2020, we carried out an in-depth materiality assessment to determine the environmental, social and governance issues that matter most to our business and stakeholders. Following in the footsteps of Diageo, the materiality assessment looked at external trends shaping EABL's operating environment in the region and how we can most effectively align EABL's work with the United Nations' Sustainable Development Goals.

We interviewed many internal and external stakeholders, analysing their interests and concerns as well as the risks and opportunities for EABL to ensure that our sustainability work is focused on achieving the greatest impact and tackling the issues that matter most. Data for our comprehensive materiality analysis process was collected using a series of

participative, qualitative and quantitative methods, including questionnaires, one-on-one interviews and focus group discussions. We applied a snowball sampling technique to support our stakeholder mapping exercise, and identify additional stakeholders across our value chain.

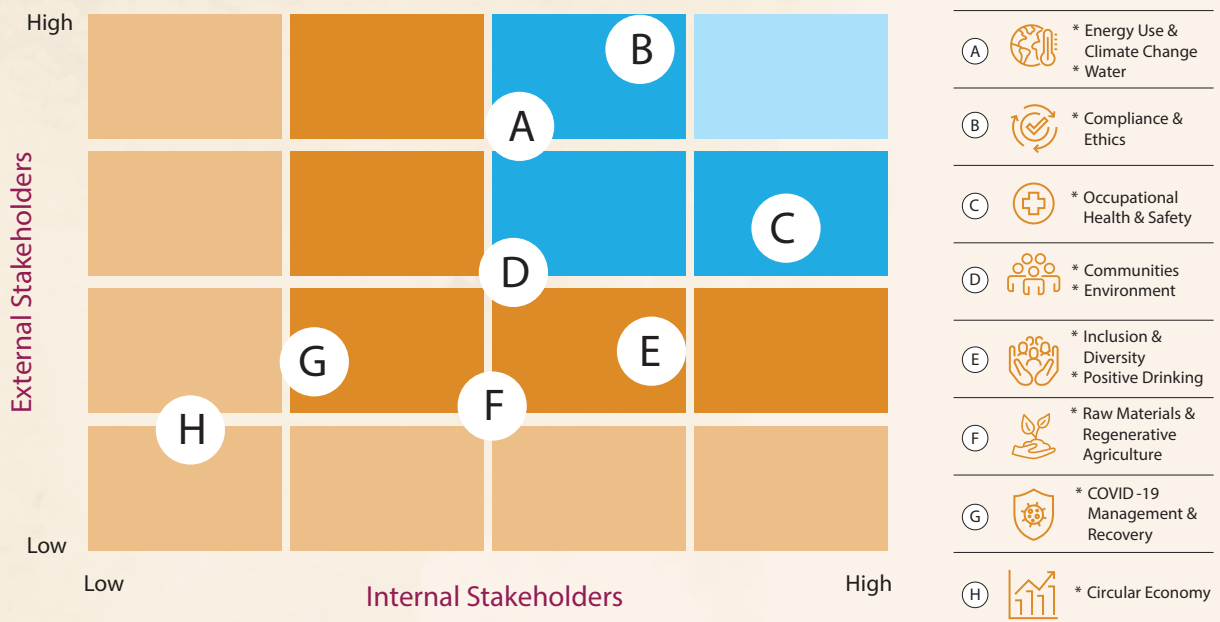
The analysis identified 85 material issues, which were then organised into 11 categories. The findings were collated, organised and plotted on a materiality matrix (see below) with each issue positioned relative to the degree of internal and external stakeholder interest and perceived business impact. The results emphasise the priority given to issues of occupational health and safety, compliance and ethics and the primacy of water and energy use by our business and stakeholders.

### EABL MATERIALITY MATRIX

We participated in Diageo's 2019 Materiality Assessment, leading to the Society 2030: Spirit of Progress Plan. Our analysis confirmed the importance of several key themes: promoting positive drinking by encouraging moderation and tackling the harmful use of alcohol; championing water stewardship and decarbonisation as part of pioneering sustainability from grain to glass; and championing inclusion

and diversity, within our business and in the communities where we live, work, source and sell.

Our own materiality assessment supplemented Society 2030: Spirit of Progress formulation and helped us define our independent reporting scope. Those risks considered most material from a financial and non-financial perspective are included in our Annual Report.



EABL Materiality Matrix



### Materiality 2023 and Beyond:

As we approach the end of our materiality phase, we will be conducting further analysis of our material topics. We have a plan to expand our stakeholder reach, and collaboratively validate or expand our current list of material topics.








## MANAGEMENT OF OUR MATERIAL TOPICS

We describe our management of material topics in detail, alongside the relevant indicators – performance against Society 2030: Spirit of Progress – including emissions. We include the management approach and evaluation of our additional material topics under the ‘Doing Business the Right Way’ section. This includes economic performance, tax, supply chain screening, anti-corruption, human rights assessment, labour / management relations, occupational health and safety, customer privacy, training and education.

However, 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:

<p><b>1</b></p> <p><b>Identification and Prioritisation:</b> </p> <p>We conduct a thorough assessment process every three years to identify and understand the material topics relevant to our business and stakeholders.</p>	<p><b>2</b></p> <p><b>Stakeholder Engagement:</b> </p> <p>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.</p>	<p><b>3</b></p> <p><b>Strategy and Decision-making:</b> </p> <p>We review our identified material topics internally, and we integrate sustainability considerations into our overall strategy, governance structure and decision-making process.</p>
<p><b>4</b></p> <p><b>Performance Measurement and Reporting:</b> </p> <p>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.</p>	<p><b>5</b></p> <p><b>Improvement &amp; Innovation:</b> </p> <p>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.</p>	





# STAKEHOLDER ENGAGEMENT

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 placed 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 on local and global levels. On a local level, employees across our business engage their colleagues, local government, customers, media and community groups on issues of immediate concern to them. On 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 sustainability-related concerns.

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



# External Stakeholders

## KENYA



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



# External Stakeholders

## TANZANIA





# External Stakeholders

## UGANDA







# Stakeholder Testimonials



## Nairobi Securities Exchange

"The growth of sustainability reporting has been remarkable in recent years as organisations recognise the importance of transparently communicating their environmental, social, and governance (ESG) performance. EABL continues to present a comprehensive view of their non-financial performance in a consistent way. They recognise the strategic value of reporting beyond compliance."

**Geoffrey Odundo, CEO**



## Private Sector Foundation Uganda

"UBL plays a pivotal role in enhancing Uganda's environmental and socio-economic development. Their actions and initiatives should serve as an example for the wider private sector to be mindful of the impact their operations have on the environment and similarly make sustainability a critical part of their business strategies."

**Stephen Asiimwe  
Chief Executive Officer**



## Kenya Association of Manufacturers

"KAM is committed to fostering a culture of collaboration and partnership. We encourage our members to actively seek opportunities for collaboration, engage in dialogue with stakeholders, and forge alliances that drive progress and value creation. Together, we can create a thriving manufacturing ecosystem that generates economic growth, fosters innovation, and promotes social and environmental well-being. We are continuously learning from EABL and appreciate the knowledge and leadership that the organisation has provided."

**Anthony Mwangi, CEO**



## Capital Markets Authority

"Partnerships are crucial for learning and capacity-building. They provide opportunities for mutual learning, knowledge exchange, and skill development. By working alongside our partners, like EABL, we can broaden our perspectives, deepen our understanding of diverse challenges, and strengthen our collective ability to tackle them."

**Wycliffe Shamiah, CEO**



## Ministry of Water, Tanzania

"I am delighted to see private sectors on the forefront in addressing pressing issues, such as the inaccessibility of clean and safe water in our communities. It is due to Serengeti Breweries Limited's commitment to water projects that the 2,000 residents of Kwamaizi and Kidereko villages will now have access to free, clean and safe water. I highly commend SBL for funding this Tsh. 380 million project in a record five months."

**Hon. Eng. MaryPrisca Mahundi, Deputy Minister of Water**





### **Upper Tana Nairobi Water Fund Trust (UTNWFT)**

“EABL has demonstrated its commitment to integrating sustainability at the core of its business strategies by promoting responsible practices throughout their value chain, and engaging with stakeholders to foster collaboration and shared solutions. By partnering with UTNWFT and placing sustainability at the forefront, it is driving positive change and shaping a future that is fair, inclusive, and environmentally sound.”

*Eddy Njoroge, President UTNWFT*



### **Nature Kenya**

“One of the best parts of collaboration with private sector players like EABL is the mutual exchange of knowledge. EABL brings innovative solutions and operational insights to the table, and we provide the vital context and deep understanding of the ecological systems we aim to protect. This synergy has not only enhanced our projects but has also fostered a sense of shared responsibility for the well-being of our environment.”

*Dr. Paul Matiku, Executive Director*



### **Friends of Karura Forest**

“This partnership has not only demonstrated the positive ramifications of corporate and community endeavours, but has also showcased the potential for positive change when environmental conservation becomes a shared goal.”

*Prof. Karanja Njoroge,  
Friends of Karura Forest*



### **Ministry of Agriculture, Uganda**

“Through the Farmers Symposium, UBL demonstrated their commitment to empowering farmers with the latest 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. Frank Tumwebaze, Minister*



### **Ministry of Trade and Industry, Uganda**

“Our mission as a Ministry is to develop and promote a competitive private sector through accelerating industrial development and trade diversification for economic growth. We know that access to opportunities, skills and resources is not equal across the board. Through the Learning for Life programme, UBL has facilitated and enabled access to skills for those often left out.”

*Geraldine Ssali, PS Ministry of Trade*



### **National Environment Authority (NEMA) Uganda**

“UBL’s state-of-the-art facility stands as a testament to the company’s commitment to sustainable waste management, environmental protection and technological advancement. They are truly providing leadership and motivation to the manufacturing sector in Uganda.”

*Dr. Akankwasa Barirega,  
NEMA Executive Director*





An aerial photograph of a dense, lush green forest. The trees are thick and vibrant, with varying shades of green. In the center of the image, there is a white rectangular box with a scalloped border. Inside this box, the text "OUR PERFORMANCE ON SOCIETY 2030: SPIRIT OF PROGRESS" is written in bold, uppercase letters. "OUR PERFORMANCE ON" is in orange, "SOCIETY 2030: SPIRIT" is in purple, and "OF PROGRESS" is in purple.

**OUR PERFORMANCE ON  
SOCIETY 2030: SPIRIT  
OF PROGRESS**









## **PILLAR 1:** **PROMOTE POSITIVE DRINKING**

- 1. Context and Emerging Trends**
- 2. Progress from 2022 to 2023**
- 3. How are we achieving our targets?**
  - Our Initiatives**
  - Using the Power of our Brands**
  - Meet our people**



# CONTEXT AND EMERGING TRENDS

Alcohol can be part of a balanced lifestyle, but if consumed in excess, it can lead to dire consequences. At EABL, we want to change the way the world drinks for the better by celebrating moderation and addressing the harmful use of alcohol through tackling underage drinking, drink driving and binge drinking.

At the same time, illicit alcohol trade, which is operating outside regulation and taxation, brings about a plethora of adverse socio-economic consequences, 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.

As EABL, we have instituted innovative programmes such as SMASHED and the Wrong Side of the Road, as well as brand-led initiatives to tackle the dangers of illicit alcohol, underage drinking and drink driving.





# PROGRESS FROM 2022 TO 2023

**W**e continue to work on refining our reporting frameworks to ensure that we are able to capture work that is being done across the entire business. This year, for instance, we included the impacts of our brand-led campaigns in promoting positive drinking.

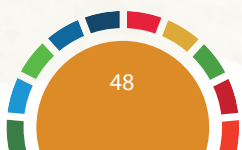
**458%**

We have surpassed our annual targets on SMASHED by 458%.

**258%**

We are 258% above our Wrong Side of the Road target.

GLOBAL SOCIETY 2030 TARGET	KEY PERFORMANCE INDICATOR	EABL TARGET FOR F23	F21	F22	F23	CUMULATIVE
Scale up our SMASHED partnership, and educate 10 million young people, parents, and teachers on the dangers of underage drinking. <b>SDG alignment:</b> 3.5; 12.8; 17.16	People educated through SMASHED partnership	74,000	2,245 (Uganda)	48,690	338,550	389,485
  						
Promote changes in attitudes to drink driving reaching five million people. <b>SDG alignment:</b> 3.5; 12.8; 17.16	People educated via Wrong Side of the Road programme	18,500	N/A	29,729	47,709	77,438
  						
Leverage Diageo marketing and innovation to make moderation the norm – reaching one billion people with dedicated responsible drinking messaging by 2030. <b>SDG alignment:</b> 3.5; 12.8; 17.16	People reached with messages of moderation	32,000,000	16,000,000	7,577,715	29,011,638	52,589,353
  						









# HOW ARE WE ACHIEVING OUR TARGETS?





## Our Initiatives

### Tackling Underage Drinking through the SMASHED Campaign:

 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 parents' guide. The programme actively measures changed attitudes in young people who participate through pre and post evaluation surveys.

 <p><b>UBL reached</b> <b>32,922</b> students</p>	<p>UBL partnered with Topowa Youth Mentoring Organisation in Uganda to reach 50 schools across the country. Through this partnership, UBL reached 32,922 students.</p>
 <p><b>KBL reached</b> <b>289,542</b> students</p>	<p>KBL reached a total of 289,542 students with messages on the dangers of underage drinking, working closely with partners such as the Ministry of Education, the Teachers Service Commission, and various secondary schools across the country.</p>
 <p><b>SBL reached</b> <b>16,086</b> students</p>	<p>SBL reached a total of 16,086 students across 18 schools in Dar es Salaam and Tanga, enabled through strong partnerships, including Bridge for Change Organisation, Temeke Municipal Council, Tanga Municipal Council, Ubungo Municipal Council and the Ministry of Education.</p>

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

 <p><b>47,709</b></p>	<p><b>WSOTR</b> was developed in partnership with the United Nations Institute for Training and Research (UNITAR). It is our digital learning experience that helps 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.</p>
 <p><b>7,627</b></p>	<p><b>UBL</b> brought on board influencers during the festive period to push out messaging around the campaign, as many accidents are registered during the festive season. As a result of this approach, we reached 7,627 people.</p>
 <p><b>38,558</b></p>	<p><b>KBL's</b> WSOTR campaign 'Sherehe Bila Hasara' educates and sensitises road users on responsible drinking in order to enhance road safety in Kenya. In addition, through strategic partnerships, such as the National Transport and Safety Authority (NTSA), we reached a total of 38,558 people this year.</p>
 <p><b>1,524</b></p>	<p><b>SBL</b> continues to explore new partnerships and ways of spreading the positive drinking message. For example, this year we held a responsible drinking and anti drink driving training session to educate various road users on road safety as the country went into the holiday season. The session convened more than 100 motorcycles and Bajaj (tricycle) drivers who were sensitised on the importance of adhering to road safety measures and avoiding drink driving by the Chief of Traffic and SBL staff. As a result of this and other sessions, this year we reached 1,524 people, surpassing our annual target to reach 1,000 people.</p>



# Cultivating strategic partnerships to enable us to tackle illicit alcohol trade

UBL partnered with the Private Sector Foundation Uganda (PSFU), and held a dialogue with key stakeholders, including the Government, to curb the illicit trade in alcohol. UBL also unveiled the 'Responsible Code of Business Conduct 2023' in partnership with the Uganda Alcohol Industry Association (UAIA) to generate an avenue for players in the alcoholic beverage sector to dialogue and collaborate with sector stakeholders.



KBL has been partnering with various industry associations such as Bar Hotels Liquor Traders Association of Kenya (BAHLITA) and Alcoholic Beverages Association of Kenya (ABAK), among others, to curb the menace of consumption of illicit alcohol. During the year, KBL, in partnership with the industry associations, ran various education and awareness creation activities in different parts of the country, including Tharaka-Nithi, Meru, Machakos and Isiolo. The activations included press briefings and regional radio interviews, as well as working with various influencers to push the anti-illicit alcohol consumption narrative.





# Using the Power of our Brands

## WhiteCap Promotes Positive Drinking through Motorsport

WhiteCap took an active role in promoting education and sensitisation of responsible drinking within motorsport through participation in several motorsport events, including Rhino Charge 2022, Lioness Ladies Rally, Kenya National Rally Championship 2022 season, East African Safari Classic, East African Mini Classic 2022, and Concours d'Elegance.

WhiteCap has worked with several partners, including the Ministry of Sports, Culture & Heritage, Kenya Motorsport

Federation, Rhino Ark Charity and the Kenya Drivers Association to support:

- A reduced number of accidents related to motorsport events.
- Promote messages of responsible drinking in the motorsport community.
- Increased signage and engagement on responsible drinking within motorsport events.



## Tusker Integrates Messages of Moderation into Oktobafest



The 2022 edition of the Tusker Oktobafest lived up to its billing as Kenya's biggest beer festival attracting 41,304 revellers in Meru, Mombasa, Eldoret, and Ngong Racecourse who came through to mark the climax of Tusker's 100th anniversary celebration. Beer and music lovers were treated to a month of exhilarating live performances by more than 100 Kenyan artistes drawn from various regions.

Oktobafest is an ideal opportunity for EABL to leverage our expertise in consumer insights and marketing to positively influence attitudes towards moderation. This year, Oktobafest played an important part in providing a range of businesses with an opportunity to showcase their products. The event had over 60 vendors who sold a variety of items and services providing

opportunities to young business owners to capitalise on the immense footfall to sell their products and services. This included food, clothing, body art, jewellery, and make-up booths, where festivalgoers paid to get glammed up for the party.





## Johnnie Walker ‘Walks the Talk’ in promoting positive drinking

Johnnie Walker (JW) is a brand that is best enjoyed responsibly. We take promoting responsible and positive drinking seriously by applying responsible drinking in our digital communication as well as on ground during Walker Town events/sponsorships.

- 10% of all digital communication messages are dedicated to moderation messaging.
- All Walker Town events have responsible drinking messaging on screen and at several water points. At Walker Town events, we make responsible drinking fun by partnering with DRINKIQ and setting up an interactive gaming booth to educate consumers on responsible drinking
- Johnnie Walker has partnered with Little Cab to ensure road safety for those attending Walker Town events and JW-sponsored events.

**READY FOR SHIN CITY?**

**KEEP WALKING**

On 16<sup>th</sup> APRIL, Get **KES 500 OFF** rides to & from Carnivore grounds with Little Cab  
**CARNIVORE GROUNDS GATES OPEN AT 4PM**

JOHNNIE WALKER | C | TUSKER

**eabl** | **DO NOT FORWARD TO PERSONS UNDER THE AGE OF 18 YEARS. EXCESSIVE ALCOHOL CONSUMPTION IS HARMFUL TO YOUR HEALTH. NOT FOR SALE TO PERSONS UNDER THE AGE OF 18 YEARS.** | **UBV**



# Meet some of our leaders

# “

**29,011,638**

**Individuals we have reached across the region on our digital channels.**



“We have a responsibility to ensure that future generations have an inclusive and habitable world where they can prosper.

The world today has benefited from rapid development that has led to significant improvement in the quality of life we live and enabled access to global markets. There is, however, a dark side to all the progress humanity has made and continues to make. We are depleting our natural resources at an alarming rate and negatively impacting the earth’s climate that is critical to life. Diageo’s ambitious ‘Society 2030: Spirit of Progress’ strategy is designed to ensure that we create an inclusive and sustainable world by promoting positive drinking, championing inclusion and diversity, pioneering grain to glass sustainability and doing business the right way.

Skill-full and well-resourced marketing teams build strong brands that engage and excite consumers, providing multiple reasons for people to prefer them. More and more, consumers are choosing brands that proactively build society be it through sustainability or social impact. Our brands have strong voices that we continuously leverage to change the way the world drinks for the better. As part of brand communication planning, we embedded messages on responsible drinking across all strategic brands for both online communication and also event/experiential activation reaching over 29 million people across East Africa, with White Cap carrying the positive drinking flag through our partnerships in Motorsport.

We have made strides in championing inclusion and diversity with our overall brand communication being designed to portray a modern and progressive view of society. Kenya’s national flagship brand Tusker has supported the training and coaching of female content producers and directors, White Cap has sponsored a female motorsport team, Serengeti has backed the national female soccer team in Tanzania while Johnnie Walker supported Ladies Golf, lending its voice to the gender pay gap in sport. Chrome Vodka, our mainstream spirits power brand continues to partner with upcoming artists and creatives through our Street Filosofia campaign, ensuring they get a seat at the creative table while our work with influencers and content creators has been groundbreaking, we work with over 130 talented people across East Africa, giving all an opportunity to leverage their talent to earn a living. I am personally committed to ensuring we build an inclusive and sustainable world. As we build strong commercial brands we will continuously leverage their power to make a positive impact on society.”

*Anne Joy Michira*

Marketing & Innovations Director, EABL





“

**At all Uganda Waragi brand experiences, we provide a non-alcoholic cocktail on the menu to reinforce our commitment to positive drinking.**



“As UBL, we are actively partnering with the Ministry of Health to ensure that more awareness creation and education is done amongst Ugandans who are in the legal drinking age, reminding our consumers that alcohol can be, and should be, part of a balanced lifestyle. Giving an example of one of our flagship brands, Uganda Waragi, we place key moderation messages strategically adjacent to water points. In fact, at all Uganda Waragi brand experiences, we provide non-alcoholic cocktails and water on the menu to reinforce our commitment to positive drinking. We were able to reach 10 million Ugandans with messages of positive drinking with key online and offline executions.”

*Emmy Hashakimana*

Former Marketing and Innovations Director for UBL



## Meet some of our EABL family

### Daniel Opolot – Uganda



“I am a 32-year-old IT Specialist living in Najjera, Wakiso. I am married and have two amazing children. Outside my career and work life, I am very social and find pleasure in hanging out with friends. Unfortunately, I have, on more than one occasion, found myself on the wrong side of the road sustaining significant injuries as well as post-traumatic stress. I

developed a phobia of sitting in a car because of the trauma it caused me. So, when I drink, I do not drive — it is that serious. I was off alcohol for a year, plus and nowadays, when I drink, I do it very lightly. If I am visiting a friend and I get intoxicated, I would rather sleep over and go home the next day. I have shared my experiences and their impact on my life through the Wrong Side of the Road platform, which I truly hope will change lives. I hope that people will learn from the choices that I have made, and make more responsible decisions. I tell my friends not to drink and drive because you will never actually know the moment when one wrong thing will lead to so many wrong things. So, if you're to drink, don't drive. You can call a taxi or find alternative ways of getting home.”

## Looking ahead to F24:

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, upwards by 243% from last year's target of 74,000 across the region, and for Wrong Side of the Road by 268%.





## **PILLAR 2:** **CHAMPION INCLUSION AND DIVERSITY**

- 1. Context and Emerging Trends**
- 2. Progress from 2022 to 2023**
- 3. How are we achieving our targets?**
  - Our Initiatives**
  - Using the Power of our Brands**
  - Meet our people**





# CONTEXT AND EMERGING TRENDS

Every individual who works with EABL should feel like they belong and know that they can thrive. To achieve that, we embrace diversity in every possible sense. Given the context of where we work, we have put significant focus on two areas: empowering women to flourish in all roles, and increasing the representation of those from vulnerable backgrounds, including people with disabilities. It is the right thing to do and a critical driver of our Society 2030: Spirit of Progress ambitions. Our unwavering commitment lies in cultivating an exceptionally inclusive and diverse culture while spearheading progressive policies and practices that set industry standards. This approach enables us to attract the finest and most diverse talent, fostering a thriving environment for innovation and driving outstanding commercial performance.

Beyond the confines of our workplace, we extend our impact through partnerships, creative skills, and media investments, actively contributing to a more equitable society through education and empowerment. As we champion inclusion and diversity, it remains at the heart of our purpose, encapsulated by our belief in 'Celebrating Life, Every Day, Everywhere.'

Embracing diversity is not just a strategic endeavour; it reflects our steadfast commitment to doing what is right, nurturing a brighter, more inclusive world for all.





# PROGRESS FROM 2022 TO 2023



**W**e committed to scale up our efforts to champion inclusion and diversity across our operations, and we have seen a steady rise in our reach across our markets. We set an ambitious target this year to reach 8% media spend that is progressive, and were able to achieve 2%. We recognise that we are one of East Africa's largest advertisers and we're committed to changing the industry from script to screen, so that everyone sees themselves represented. We will use our Progressive Marketing to challenge stereotypes and commit investment to address under-representation of diverse voices in media, making mainstream media more inclusive.



**47%**

We are very close to our 2030 target to have 50% of senior leadership female – we are currently at 47%.

**141%**

We have also surpassed our targets to provide business and hospitality skills training by 141%.



GLOBAL SOCIETY 2030 TARGET	KEY PERFORMANCE INDICATOR	EABL TARGET FOR F23	F21	F22	F23	CUMULATIVE
<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	50%		36%	47%	47%
<p>Increase the percentage of diverse suppliers across our value chain: 10% by 2025 and 15% by 2030</p> <p>SDG alignment: 5.5; 10.2; 10.4</p> 	Spend with diverse suppliers as % of total influenceable spend		N/A	N/A	6.8	6.8
<p>Use our media spend to support progressive voices, increasing % spend year-on-year.</p> <p>SDG alignment: 5.5; 8.1; 10.2; 10.4</p> 	Percentage of media spend that is progressive	8	N/A	N/A	2	2
<p>Provide business and hospitality skills to 200,000 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	3,700	521	5,327	8,932	14,780
<p>Through the Diageo Bar Academy, we will deliver 1.5 million training sessions providing skills and resources to help build a thriving hospitality sector that works for all.</p> <p>SDG alignment: 4.4; 8.1; 8.6; 10.2; 17.16</p> 	Training sessions delivered through the Diageo Bar Academy	10,000	N/A	N/A	17,278	17,278
<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%	54% (Average representation across SBL, UBL and KBL)	63%	50%	N/A



# HOW ARE WE ACHIEVING OUR TARGETS?

## Our Initiatives

### Learning for Life



Learning for Life is our business and hospitality skills programme for those seeking employment in the hospitality industry, but who may have faced barriers to education and employment in their lives. 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 programme 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.



**SBL awarded**  
**75**  
**scholarships**

SBL has continued to focus on the awarding of the Kilimo-Viwanda scholarships that are geared towards supporting gifted, needy students from agricultural communities across the country. In F23 we awarded scholarships to a group of 75 students pursuing diploma level Agricultural courses at different colleges that are partnering with SBL, including Kaole Wazazi Agricultural College located in Bagamoyo, Maria Goretti Agricultural College in Iringa, Igabiro Training Institute of Agriculture in Kagera, as well as Kilacha Agricultural College in Moshi. In addition to paying school fees and other academic related costs, the programme also offers a package of other benefits to students, including field attachments at SBL to give learners practical exposure to commercial farming, brewery tours to SBL factories to get a glimpse of industrial food processing, mentorship, as well as providing graduate beneficiaries with seed capital to become farmers themselves.



**UBL graduated**  
**200**  
**50% women**

200 beneficiaries graduated from Uganda Learning for Life Programme; 50% were women. For the first time, 10% of the beneficiaries were persons with disabilities (PWDs) and our disability inclusion partner Light for the World, provided de-biasing training. We also partnered with Enterprise Uganda, a leading training institution in the country, which offered training on entrepreneurship, business and life skills.



**KBL reached**  
**8,505**  
**participants**

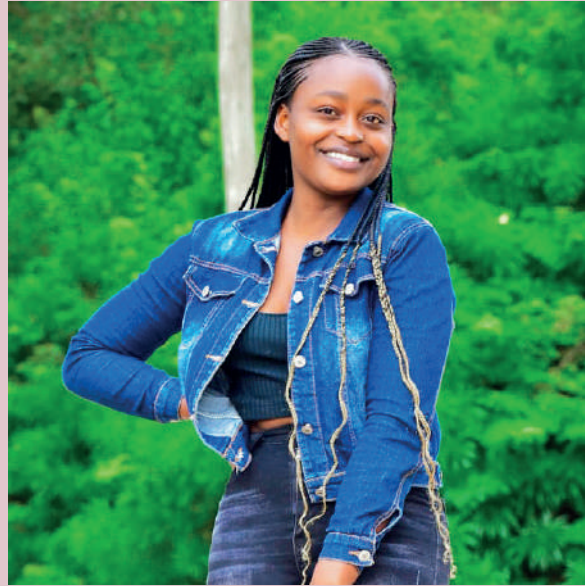
KBL reached 8,505 participants, including PWDs. The programme has enabled 51 youth to find gainful employment in the hospitality sector. Additionally, 26 youth have secured various internships and on-the-job-learning experiences. The implementation of Learning for Life training continues to receive overwhelming support from the leadership of the six counties involved (Embu, Mombasa, Kisumu, Nakuru, Machakos and Nairobi) with requests to expand the programme to other areas.



# Cocktailing 'a Career within a Career'

From timeless classics to innovative concoctions, cocktails have long held a special place in social gatherings, parties, and bars around the world. The art of mixology, or the skillful crafting of cocktails, is an intriguing fusion of science, artistry, and creativity. Whether you're a curious amateur or an aspiring bartender, learning how to make cocktails can be a delightful and rewarding journey. So, let's embark on this adventure and unveil the secrets of mixology...

Majority of Learning for Life participants had very little knowledge on the broad spectrum of equipment and ingredients needed for professional cocktail-making and this was effectively covered in the mixology classes through practical demonstrations. Many of the participants saw a new opportunity to grow a career in mixology as a way of accessing new employment opportunities within the hospitality



industry. As part of the evaluation process for the training, majority of the trainees made a commitment to further pursue the subject online through the Diageo Bar Academy link, acquire their certifications and establish a professional career on cocktail-making.

**Ms. Nana, a trainee in Kisumu termed it a 'career within a career'.**

## .....DIAGEO..... BAR ACADEMY ..... (DBA)

The DBA is a global community of professionals that offers practical resources and training from the best industry experts to help raise the bar. DBA delivers a variety of courses, online and in-person. DBA supports the development of a more diverse and inclusive hospitality sector, with a focus on ensuring the participation of women.



**10,931**

KBL trained 10,931 bar staff and 2,335 bar owners this year. We also introduced a Kenya-specific page on the Diageo Bar Academy website featuring locally curated content.





# A focus on persons with disabilities



**W**e have been passionate about changing the narrative around the underrepresentation of persons with disabilities in employment and in the supply chain across our business and have made empowering them a business priority. Working with our partner, Riziki, who specialises in recruitment of persons with disabilities, we have developed a one-year apprenticeship programme. This has given persons with disabilities an opportunity to access all our markets’ talent pool.



**10% PWDs  
all new hires**

**UBL** launched a one-year apprenticeship programme for persons with disabilities to work at the brewery. We formulated a recruitment policy to ensure that 10% of all new hires are persons with disabilities and have so far onboarded eight.



**100 PWDs -  
50% women**

**SBL** joined hands with the Tanzanian government and the Foundation of Disabilities Hope (FDH) to promote agribusiness opportunities for persons with disability through targeted training. Over two days, the programme provided agricultural and business training to 100 PWDs — 50% women. The training was conducted by experienced agriculture experts from the Sokoine University of Agriculture who provided participants with practical skills.



**170 PWDs  
Farmers**

**KBL's** five-year programme with Inclusive Futures partner, Sightsavers has impacted more than 170 farmers with disabilities across eight sub-counties in Kenya since its inception. This follows a successful pilot programme in Homa Bay County where we onboarded farmers with disabilities into the sorghum value chain. In addition, KBL onboarded three persons with disabilities in the one-year apprenticeship programme. KBL also joined the Kenya Business and Disability Network to further our work in ensuring inclusion and diversity in the workplace.



## Ensuring 50% representation of women in community projects

We ensure that each of our community engagement projects specifically target women who are often marginalised and under-represented.



**KBL** partnered with CARE International in Kenya (CIK) to launch a Community Engagement toolkit for women's equal participation in Water, Sanitation and Hygiene (WASH). The toolkit will be used by EABL employees as well as their WASH delivery partners working on designing and implementing community WASH programmes. It will allow them to integrate this approach to surfacing and addressing social norms as part of future projects and programmes.



**UBL's** Spirited Women donated a universal anesthesia machine with a monitor, vaporiser, and ventilator to Mayuge Health Centre IV to support and build awareness for maternal health, providing hospital equipment to select health facilities and donating 'Mama' kits for the welfare of mothers in underserved hospitals.



mdundo

**SBL** collaborated with Mdundo, a music service provider to understand the unique barriers to entering and thriving in the male-dominated music industry that women face in Tanzania. Following a survey hosted on Mdundo's platform, SBL held an empowerment seminar for female artistes in Tanzania to network and learn from fellow artistes and key industry players on tools and tactics that they can use to address their challenges.







## We are also proud to see strong gender representation across our markets:

	TZ	UG	KE
<b>Gender representation (% of female)</b>	31%	31%	39%

**47%**

At the Group level, women represent 47% of the EABL Group's Management Team.

**Further:**

**75%**

One of our production lines at the brewery in Uganda is managed by a team with 75% women representation.

**100%**

An all-women team runs the end-to-end operations of the new Cube Spirits Production Facility at our Moshi brewery in Tanzania.

## Increasing gender diversity across EABL:

We have consistently run apprenticeship programmes for women university students in Science, Technology, Engineering and Mathematics (STEM) 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 them throughout the programme to ensure they are continually learning and growing their skills.



During the year SBL onboarded 10 STEM apprentices. The Group, comprising of ladies only, had an opportunity to work in SBL's Supply department taking up various roles in what has been historically known to be a male-dominated department within the manufacturing sector. Following a successful completion of the programme, SBL has onboarded nine of the apprentices into full employment.





## Women empowering women:



**KBL** – KBL’s Spirited Women forum is an active internal staff platform geared towards empowering women within the organisation. During the year, Spirited Women ran a number of initiatives, including mentoring and coaching sessions, as well as organising a unique International Women’s Day Forum that brought together internal and external speakers to cover matters around women empowerment.



**UBL** – In addition to running internal staff initiatives for its women employees, UBL’s Spirited Women offered agribusiness training and donated 2,000 mushroom gardens to Luzira single mothers. The donation was aimed at reducing the growing income gaps due to the multiple forms of barriers women face in their everyday lives which have put them at a greater risk of poverty.



**SBL** – The Spirited Women network provided internet equipment with unlimited data for a whole year to Tanzania’s Women Centre Innovation Hubs, contributing to improving the inclusivity of women in the digital space. This was in line with this year’s International Women’s Day (IWD) theme, “DigitALL”, calling for innovation and technology for gender equality. The support was given in partnership with Airtel Tanzania PLC, whereby the women-centered hubs received WI-FI routers, satellite connectors and other data-supportive equipment.







## Your Voice Survey

Every year, EABL runs the 'Your Voice' survey which gives employees a chance to share how they feel about working at the organisation. We have partnered with a renowned global consultant to deliver our survey.

The survey consists of 29 questions exploring employee engagement and advocacy, as well as various aspects of our culture and performance ambition.

To ensure that our staff fully understands our Sustainability Strategy, and plays an active role in building a sustainable future as stipulated in the strategy, the survey includes a specific segment that covers our employees' understanding of the strategy's three pillars and how they can play active roles.

Our Society 2030: Spirit of Progress index score in this year's survey recorded a substantial double digit (16%) improvement to a 92% positive sentiment. This shows our commitment to creating an environment where colleagues can belong, thrive and effectively contribute to our sustainability commitments.

### Specifically, EABL:



**16%**

Grew by 16% on our knowledge around Society 2030 and the part that every employee can play in driving the agenda — From 76% in F22, to 92% in F23. This is a 14% growth compared to Diageo overall.



**Score**

Similarly, disaggregated by department, most scored higher in the understanding of our Sustainability Strategy. We have instituted a Sustainability Week (see page 132) contributing to the increased knowledge across the organisation.







## Using the Power of our Brands

# Serengeti empowers female music artistes in Tanzania

SBL's flagship brand trademark, Serengeti (Premium Lite), in collaboration with Mdundo, a music service provider, conducted an empowerment seminar for female artistes in Tanzania to impart them with skills that will enable them to address challenges they face in the male-dominated music industry in Tanzania.

The empowerment seminar was timely — after Mdundo conducted a survey in November and December last year, and established that female artistes in the Tanzanian music industry face dire challenges, including difficulties in thriving in the industry, limited access to funds and resources, among others. The sponsorship of this powerful seminar was an opportunity for the flagship brand to support progressive voices and champion inclusiveness and diversity.

The survey responses helped the flagship brand identify the challenges. The next step was to create a platform where women in music in Tanzania could

meet, network and learn from fellow artistes and key industry stakeholders who have enough experience and authority to speak on these challenges and offer relevant advice, tools and tactics they could use to address the issues at hand and ensure they progress beyond just earning royalties from platforms like Mdundo.

The seminar was held in partnership with the Copyright Society of Tanzania (COSOTA), various media houses and music distribution and licensing companies.

The progressive initiative went beyond the Mdundo partnership, and in March, as part of the activations to mark the International Women's Day, Serengeti sponsored the Malkia Wa Nguvu initiative that is geared to empower women in business as they strive to enhance their livelihoods and create a positive impact on society with their entrepreneurial efforts.





# Tusker at Uhai Festival 2023

The Uhai Festival 2023, held on 24th March at the Masinde Muliro University of Science and Technology (MMUST), was aimed at giving persons with disabilities (PWDs) an opportunity to showcase their talent, celebrate life, and network with other members of society.

Tusker, in partnership with Signs TV, proudly supported the event as part of its commitment to promoting an inclusive society where everyone, including PWDs, can thrive. The event was attended by representatives from different institutions across the Western region. Each institution brought teams that took part in sports and other arts such as poetry and pageantry. Some of the institutions that took part were Shamberere School for the Deaf, Maseno University, Masinde Muliro University Of Science and Technology, Jaramogi Oginga Odinga University, Shamberere Technical Training Institute, Lugari Teachers Training Institute and Kisumu National Polytechnic, amongst others. In total, there was representation from 272 institutions on the day, which speaks to the impact that the festival had in the region.

Tusker is proud to have supported the Uhai Festival 2023 and looks forward to more opportunities to celebrate diversity, culture and creativity.



**272**  
In total, there was representation from 272 institutions on the day, which speaks to the impact that the festival had in the region.

## EABL backs the Magical Ladies Open through Johnny Walker

Gender inequality is prevalent in sports, with women often receiving significantly less financial support than men. This sponsorship (to the tune of Ksh 15,000,000 ) renewed our enduring commitment to championing inclusion for women in the world of sports. The Magical Ladies Open is the only professional women's golf tournament in the East African region. Johnnie Walker is a long-time supporter of golf and added life to the tournament through a range of activations carried out, including providing entertainment at the village for fans.

The tournament is in line with the brand's 'Keep Walking' philosophy and our mission as EABL to promote gender diversity and inclusion by encouraging individuals to take bold actions and strive for progress in creating a more inclusive and equal sports industry.







# Progressive portrayal

**W**e have partnered with content creators across the region to effectively connect our brands with consumers in an authentic way so that everyone sees themselves represented. We use Progressive Marketing to challenge stereotypes and commit investment to address under-representation of diverse voices in media, making mainstream media more inclusive. This year, we refreshed our Progressive Marketing Framework and Training to include a new model focused on inclusive design, which allows us to be at the forefront of breaking stereotypes in advertising for greater inclusion and diversity.

Some powerful examples of progressive marketing and authentic representation in action are the Gilbey's Comic Series, Kenya Cane's Greats Toast Twice campaign, Guinness' Black Shines Brightest, Ngule's Buganda Kingdom partnership, Bell Lager's focus on Persons with Disability and Serengeti's Malkia wa Nguvu.

**SPENCER LUGALIA**  
**Living with a disability should not define you**

*Spencer Lugalia is the kind of person who sees life as a puzzle, always exuding confidence that he will see the full picture when he puts all the pieces together. Born with a disability, he has had his fair share of challenges which he says did not deter him from pursuing his goals and wanting more for himself. He talks to DIANA RACHEL MBUGUA about living and doing life with a disability, and being a beneficiary of Kenya Breweries Limited's (KBL's) inclusivity agenda, an opportunity that has affirmed to him that disability is not inability.*



or caused by environmental factors. Their impact on a child's health depends on their severity.

"Unlike a secondary disability, which could result from an accident, no one chooses to have a primary disability. You are born with it and you have to live with it," Spencer says, adding that he has learnt to live with his disability, and having support from individuals and organisations like KBL makes his life easy, although it has not always been smooth sailing.

"This kind of disability limits me from walking long distances or standing for long hours. KBL understands my challenges as a differently-abled employee and supports me and other disabled people in the organisation fully," says Spencer.

**Growing up...**  
 Spencer was raised in Gachie town in Kibuye, Kiambu County. He spent his early childhood there before relocating to Kakamega County with his paternal grandmother. He says his father worked away from home and prefers not to talk about his mother. He started school at Gachie Primary School where he says he received remarkable support from his teachers as a disabled child. They ensured

**Kenya Cane** celebrated Mr. Spencer Lugalia, a person with disability working at KBL by providing a platform for him to share his story. The article ran on Parents Magazine's March edition and was also amplified on the supplier's digital version of the publication.

**Guinness Black** Shines Brightest – the campaign is about recognising and celebrating the unique and creative spirit of young Ugandans. This year, we partnered with Ms. Peace Diane, a female sports commentator on CBS FM. Ms. Diane has shown her audience how she shines brightest by taking into the unique world of being female sports commentator.







**Gilbey's Special Dry** and Women Empowerment: In partnership with Standard Media Digital, we highlighted and celebrated females excelling in male-dominated industries, such as female truck drivers, barbers, DJs e.t.c., through a fun and playful comic. The first edition focused on a character called Sharleen who owns and runs a successful barbershop in an area known to be dominated by male barbershop owners. Through Gilbey's, we hope to continue empowering women via storytelling.



**Ngule beer** promotes cultural diversity: UBL partnered with the Buganda Kingdom to promote their unique culture through different communication channels such as billboards, posters e.t.c.



**Bell Lager** Connects Persons with Disabilities: We positioned a sign language personality in the Mpola Enjoyments Bell Lager campaign advert, to promote inclusivity in reach.



**SBL** partnered with Clouds Media Group to support the Malkia wa Nguvu platform that works with women in Tanzania to create employment opportunities. The sponsorship included curation of 10 inspirational documentaries of women from various backgrounds making a difference in society, setting up 5 free exhibition booths for persons with disability to showcase their products/services and cheques worth Tsh. 30 million to fund projects of the 2023 winners and help them continue bettering the society.





## Tusker empowers youth for a sustainable future

Tusker Nexters is an initiative by Tusker Lager that aims to create a platform for the next generation of consumers in Kenya to engage with the brand through shared passion points of music and sports. The initiative began with a talent search that took place in various regions across Kenya, including Meru, Nairobi, Eldoret, and Kisumu. Thousands auditioned, each with their own skill sets, and competed to climb the ladder to be the next big stars. Talents who advanced to the semi-finals were rigorously groomed, with the help of masterclasses and coaching, to ensure they achieved their full potential beyond the competition.

Through Tusker Nexters, young talented artistes have connected and collaborate with renowned artistes, grow their fan base, and headline performances during EABL events. Tusker Nexters has been able to leverage resources and expertise to maximise its impact and reach, and has created a vibrant community of young adults who share a passion for music and sports.



## Chrome invests in the creative economy for youth

From 'Shine On' to 'Flow na Chrome' and 'Street Filosofia', Chrome has endeavoured to generate inclusive opportunities in how we execute our campaigns.

This year, Chrome Vodka reached out to vulnerable communities to provide more opportunities to budding producers, performers and artistes.

The Kenyan music culture is primarily driven by events and artistes' ability to secure shows to perform to make revenue, without which they struggle to make a name in the industry and create more music, which requires heavy financial investments.

More often than not, artistes release singles over years as they gather finances to work on an album. Chrome, having noted consumers' love for music and the challenge faced by musicians in the country, partnered with Sauti Sol and Sol Generation. Chrome offered brand ambassadorship to Sauti Sol and influencers for Sol Generation to offer financial capacity that allowed the two entities to work on new music and albums that were sponsored by the brand.

Chrome went further to offer sponsorship within the music video production process with product placement in 'My Everything', 'Rhumba Japoni' and 'Party' music videos. The brand continues to offer an elevation platform and celebrate artistes through the hood parties held every quarter. During the parties, the brand uses local talent to perform at the

concerts and further offers Sol Genreation financial support and a platform to showcase their music and more events where they can perform.

Chrome has held events in Nairobi, Mombasa, Kisumu, Eldoret, Nyeri, Thika, Kenyatta University and JKUAT, giving over 50 artistes a performance platform.

The brand continues to sustain the graffiti industry talent by identification and collaboration opportunities with graffiti artists who worked on the making of the Chrome Gin and 'Vodka Nganya' as well as the execution on shoes that consumers are given during the activations.





# Shikisha Form na Senator



Senator Keg runs an annual campaign to steer and empower local-led community projects. This is part of the brand's purpose to enrich lives every day, everywhere. Through Senator Keg, we award five of our consumers across different counties in Kenya, with Ksh 2 million each, towards a community action project that meets the immediate needs of the communities they represent. We foster partnerships with local county governments and local suppliers to actualise the community projects identified by the winners.

This year, several impactful projects under various community groups were funded by Senator Keg. The projects, which focused on women's economic empowerment, included:

**Anybody Can**, a community-based organisation in Mombasa received funding to scale a women's empowerment programme that produces liquid soap for sale. This project has empowered over 5,000 women, scaling production from 100 litres to 1,500 litres per day. The organisation also stocks and sells their products in 67 shops across Mombasa and Kilifi counties and 10 supermarkets.

**She Is More** women's group in Malindi received funding for rearing chicken for sale to promote women's economic empowerment.

To alleviate poverty and boost community economic opportunities, the brand also covered projects, including:

**GriinCom SHG**, which provides fertilisers for farmers in Molo and Njoro areas.

**Green Thumbs**, a community-based organisation in Nakuru received funding to develop a fish processing plant run by youth in the area. As a result, a total of 200 fish farmers currently supply fresh fish across the county empowering additional stakeholders across the value chain. Additionally, they stock their fish in 15 supermarkets across Nakuru.

**Restoring Dignity in Korogocho** whereby two houses were constructed for elderly families in Korogocho.

And finally, projects that increased water availability and access for vulnerable communities:

**Nyamila Water Project** in Siaya received funding to develop water facilities for the Nyamila community.

**Mtito Andei Development Project** in Makeni provided four water stations for the communities.

**Furaha Community** in Nairobi was funded to build water sanitation units for Huruma residents.

**Bungasi Water Project** provided water and enhanced distribution channels for the Mumias community.

**Kambu Water & Sanitation Project** in Kibwezi received funding to provide water facilities for Mangelete A & B, Kambu Town and Kiundwani communities. Kambu Water Project currently services the three localities, and provides approximately 80,000 residents with a consistent supply of water.

## As a result of this year's Shikisha Form na Senator we:

- **Created job opportunities for 420 youth** (directly and indirectly – masons, electricians, welders, riders, security personnel e.t.c.).
- **Improved access and availability of water** to over **1,500 households** (in Mumias and Siaya) and provided over **200 farmers** with a reliable source of water in Mtito Andei & Kibwezi. These included **60 farmers with disabilities**, 18 of whom we supplied water directly in their homesteads.
- We also provided access to sanitation facilities for **2,000 residents** in Nairobi.





## Meet some of our leaders

“

**Our employees were instrumental in establishing and driving the ‘Spirited Women’, our internal programme, to engage our existing women leaders as mentors and champions.**



At EABL, we have a unique opportunity to be a catalyst for positive change. Our approach to sustainability in HR aligns seamlessly with our company’s broader goals and initiatives. We understand that sustainability isn’t only about environmental impact; it encompasses social responsibility, ethical practices, and fostering a culture of inclusivity and well-being. We recognise that our people are at the heart of these efforts.

The HR department plays a pivotal role in shaping the culture and values of our company. We encourage a sustainable mindset among our employees, making them conscious of their choices and actions in the workplace and in their personal lives. Employee engagement is a powerful tool in driving sustainability initiatives. Employees who work in the day-to-day operations of a company often have first-hand experience with the challenges and opportunities for sustainability, making them valuable assets in developing and implementing effective strategies. For example, our employees were instrumental in establishing and driving the Spirited Women, our internal programme, to engage our existing women leaders as mentors and champions. We are proud of the work we have done in creating an environment where women uplift, support, and inspire one another to achieve their full potential. Through ‘Spirited Women’, we show that women’s empowerment is not only an individual endeavour but a collective journey that benefits our entire organisation and the communities we serve. In addition, we are walking the talk and clearly demonstrating the power of women leadership for business performance and success. EABL is one of the few companies in Africa to boast such a high level of women leaders. We will continue to foster an environment where employees feel empowered to contribute their ideas and suggestions for making our workplace and operations more sustainable. By embracing diversity and inclusivity, we can tap into a wealth of perspectives and experiences that will enrich our approach to sustainability.

*Temitope Akinsanya*  
Group Human Resources Director



“

**A questionnaire was sent out to all existing artistes on Mdundo's platform and a total of 106 respondents submitted responses.**



“It is a known factor that women in any male-dominated industry such as music and entertainment come with its challenges. We, therefore, set out to first understand the challenges that women in music face in Tanzania by engaging with Mdundo, a music service provider, to conduct the survey. A questionnaire was sent out to all existing artistes on Mdundo's platform and a total of 106 respondents submitted responses.”

*Anitha Rwehumbiza*  
SBL's Marketing and Innovation Director





# Meet some of our EABL family

## Aristida – Tanzania



“Orphaned at an early age, I didn’t know what to do next when I received my instructions to join Igabiro Training Institute of Agriculture (ITIA). The joining instructions, instead, rekindled memories of my parents who had passed away a few months after completion of my form four in 2020. My extended relatives added to my woes — instead of paying my school fees, they made me a farm and house help. My day would start at 5am with house cleaning, washing utensils and cooking breakfast for the family before proceeding to the farm where I would spend many hours cultivating crops and attending to a few livestock that my uncle owns.

As an ‘A’ student and determined to succeed in life, I have always been very resourceful. So, on the day of reporting to ITIA with no school fees and other joining requirements, I had one thought in mind — to report to the principal’s office, recount my life experience and seek to be exempted from paying school fees. Unfortunately, this did not quite work out. Sent back home and shattered, I soon received a call from the same college principal, informing me that I had been awarded the Kilimo-Viwanda scholarship by SBL, which has changed my life.”

## Jennifer Atieno Opiyo – Homa Bay



“I am very happy with this work! I remember a time when I needed to pay school fees for my children and we hadn’t harvested our sorghum yet. I explained this to the KBL team here and they enabled me to get a cash advance to pay the school fees before harvesting my sorghum. I have five children and you can imagine the pressure to provide and the challenges I was facing as a person with disability.”

## Charles Odondi Agutu – Homa Bay



“I have been supplying KBL with sorghum since 2013, and now I have 200 farmers within my network as a farmer hub lead. White sorghum is very prone to birds, and when you have a disability like us, it is difficult to control the bird problem. Now that we grow it as a community, we are able to support each other, and have better systems so that we don’t feel the weight of pests that we would otherwise struggle to manage on our own. We now want to start sifting and sorting the sorghum ourselves so that we can increase our margins and grow even more.”





**Maren Atieno Owino** – Homa Bay

“I also have 200 farmers under me now, I never thought I could be in charge of so many people or have so many responsibilities as a person with disability. It is unheard

for a woman here. As a farmer hub lead, I also requisition for farmer inputs and pest control material for my network of farmers, and I am able to earn a commission from this process in addition to selling my sorghum. As a single mother it gives me so much joy to be able to provide for my children. I am both mum and I am dad, and I am grateful to have access to a consistent market that allows me to provide for my family.”

**Christopher Okwach** – Homa Bay



“I was planting maize and beans before transitioning to sorghum and they were not doing well. The price of maize was constantly falling and we couldn’t keep up with our costs. Planting with KBL has enabled

me to sell at least 10kg of sorghum a day. From the balance of what we don’t sell, we feed our pigs and cows, saving money on animal feed. Typically, persons with disabilities are the last to get support, but KBL has made us a priority. We now have access to bank loans due to the consistent income and can plan for our futures.”

**Naume Ekwee** – Learning for Life participant and Disability Inclusion Facilitator, Uganda



“In my opinion, the training was inclusive to persons with disabilities. It was participatory; we were involved at every stage. For example, they communicated inclusively, we had sign language interpreters and personal assistants for persons with visual impairment.”





**Micheal Sewe – Field Agro-economist**



**Duncan Otieno – Field Agronomist – Syngenta Foundation**



“Once you have consistent uptake of product, local farmers are motivated to upgrade their skills and scale their farms. We have provided training to farmers on good agronomical practices, including regenerative agriculture, good business management and post-harvest storage and handling. The farmer hub leads you have met — like Charles and Maren — have an entrepreneurship mindset and we want to nurture them so that they can also grow and serve farmers in their local areas.”

Diageo has also started to implement the Koltiva App – a platform that provides traceability for all the sorghum that is planted and harvested”

**Mwinyi Makame – Manyara**

“Collaborating with SBL has been an exceptional voyage marked by determination, steadfastness, and tenacity. Each planting season introduces us to distinctive challenges, yet, with SBL’s resolute backing, we have acquired the ability to traverse this domain with renewed assurance. Through extensive training sessions and workshops, we have embraced eco-friendly methods, like opting for well-based irrigation instead of depleting our vital water reserves. While these trainings may be demanding, they are essential for the advancement of farming in the times ahead.”

**Thomas Venance – Kilimanjaro**

“I am living proof of the profound impact of SBL’s contract-farming approach. Over a span of merely seven years of partnering with the brewery, I have expanded my farming land from a humble 50 acres to a remarkable 100 acres per growing season. The horizon holds even more potential, as SBL equips me with superior seeds for the current season. I am projecting a 20% surge in the upcoming harvest output.”



### Bora Masaki – Kilimanjaro

“The era of grappling with unstable markets is a thing of the past. We were rescued by SBL and their groundbreaking approach to contract-farming. They thoroughly evaluated the excellence of our barley and acknowledged its quality. Ever since, SBL has stood by our side as a dependable collaborator, offering a steady marketplace for our agricultural yield.”

### Alex Chele – Lira

“In 2016 UBL came looking for village agents in the barley value chain and I was elected as a parish agent in my village. They asked us to open bank accounts where they (UBL) would pay us directly for the service provided and supply of produce. We were tasked to mobilise farmers to grow barley on large scale, harvest and deliver it to Kapchorwa Commercial Farmers Association where we were paid Ksh 400 per kilo. This price has now changed to Ksh1,500 per kilo. The beauty of growing barley is that I am able to obtain seed and agro inputs such as fertiliser at a subsidised price. Once the barley is harvested, there is readily available market by UBL.”

### Tonny Oluma – Lira

“Five years ago, I owned a two-acre piece of land which was an inheritance from my father. I struggled to grow maize and get market for my produce. My life turned around in 2017 after being trained by UBL on various agronomic practices that can work in the area that receives unreliable rainfall. I was trained on how to use conservation farming methods that increase water retention while inhibiting any weed growth. Today, my farm is a lush green spectacle in the dry land, as it hosts sorghum, which occupies 10 acres, and maize the rest — all that farmed under conservation agriculture. I employ about 10 people to harvest, thresh and winnow, which takes about three days. On average, from an acre of sorghum, I harvest 20-25 bags and UBL will buy each kilo at Ksh 1,000, reaping handsomely from the crop. Normally, I transport the sorghum to my store, where the produce is collected by UBL agents.”

## Looking ahead to F24:

We will increase our media spend that is progressive, reflecting our dedication to driving positive change, fostering innovation and amplifying messages that align with our values and contribute to a more inclusive and sustainable future.





## **PILLAR 3:** **PIONEER GRAIN TO GLASS SUSTAINABILITY**

- 1. Context and Emerging Trends**
- 2. Progress from 2022 to 2023**
- 3. How are we achieving our targets?**
  - Our Initiatives**
  - Using the Power of our Brands**
  - Meet our people**









We recognise that we have a responsibility to manufacture our award-winning brands sustainably across our supply chain. We view this as a Grain to Glass Sustainability approach, which means that we think through each aspect of our production process. For us, the Grain to Glass Sustainability addresses the following aspects:

FOCUS	ISSUES	PILLAR
<b>Water</b>	<p>Water Regeneration:</p> <ul style="list-style-type: none"> <li>• how much water we use to produce our products,</li> <li>• how much water we save, and</li> <li>• how much we replenish.</li> </ul> <p>Improving water quality in the areas that we operate through community water projects, aimed at improving access and availability of water.</p> <p>Restoring and protecting water catchment areas through afforestation activities.</p>	Preserve Water for Life
<b>Climate Change &amp; Our Carbon Emissions</b>	<p>Mitigation: reducing our Scope 1, 2 and 3 emissions.</p> <p>Adaptation: investing in co-benefit projects that boost the resilience of our communities as well as reduce our carbon emissions.</p>	Accelerate to a Low Carbon World
<b>Circular Economy</b>	<p>Reinventing packaging: cutting down packaging, increasing recycled content and eliminating waste.</p> <p>Reducing our waste: keeping our waste to a minimum and reducing the amount of raw materials used.</p> <p>Regenerative agriculture through a farmer-led approach.</p>	Become Sustainable by Design









# **PRESERVE WATER FOR LIFE**





# CONTEXT AND EMERGING TRENDS

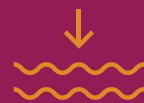
Water is on the frontline of the climate emergency and needs an urgent process and culture reset in order to make sure there is sufficient water for everyone, especially the most vulnerable. Not only is water a critical resource, but it is also one of our most important ingredients. Preserving it is crucial to our communities and business — it remains a strategic priority for us, especially in water-stressed areas. According to research by the Food and Agricultural Organisation (FAO) 2023:



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.



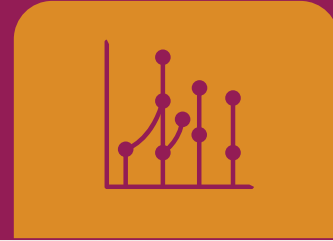
Studies suggest that East Africa's water resources are expected to drop further by 50% by 2050.

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







# PROGRESS FROM 2022 TO 2023



**E**ABL water use efficiency has improved by 13% versus our 2020 baseline of 3.75L/L through continuous improvement initiatives and water recovery and reuse at our sites.

GLOBAL SOCIETY 2030 TARGET	KEY PERFORMANCE INDICATOR	EABL TARGET FOR F23	F21	F22	F23	CUMULATIVE
<p>Improve water efficiency in our operations by 30% across the company, and 40% in water-stressed areas.*</p> <p>SDG alignment: 6.4</p> 	Litres of water used per litre of packaged product (L/L)	3.0	3.39	3.03	3.27	13% improvement compared to the baseline level of 3.75L/L.
<p>Replenish more water than we use for our operations for all our sites in water-stressed areas by 2026.</p> <p>SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1</p>  	Volume of water replenished (m <sup>3</sup> )	350,760	198,501	362,248	398,264	930,942
<p>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.</p> <p>SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1</p>  	People reached with WASH		30,748	99,317	64,394	174,119
<p>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.</p> <p>SDG alignment: 6.1; 6.2; 6.5; 6.6; 6A; 6B</p> 	Water collective actions projects completed	2.0	N/A	100%	100%	100%



# HOW ARE WE ACHIEVING OUR TARGETS?

## Our Initiatives

### Water for Life



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



**KBL – serving 5,000 people**

KBL launched a water project in Ndiguini Kikuyu Constituency, Kiambu County, that is benefiting over 5,000 people. The water project, which involved mapping, drilling, equipping a 330m deep borehole, and the construction of an elevated steel-pressed water tank, yields 5,400 litres of water every hour, which is enough drinking water for about 2,700 people per day. Additionally, we implemented other water projects at Ngara Girls Secondary School, Il Bisil Girls Secondary School – Kajiado, Calvary Grounds - Komarok, Radiro – Homabay, St. Patrick’s Primary School – Gilgil, and Kiambiriria – Nakuru.



**UBL – serving 2,000 people**

UBL commissioned ablution blocks in Portbell Shopping Centre and Kamwanyi village in Luzira. The ablution block is serving approximately 2,000 people in Kamwanyi community and will improve access to water and sanitation for the residents of the area. UBL also launched the Teso Lango Water project, handing over 20 hand pump boreholes worth UGX 560 million (approximately Kshs. 22 million) to communities in the Northern and North-Eastern sub-regions of Teso and Lango. These boreholes will serve over 9,000 people across the districts of Oyam, Lira, Kapelebyong, Katakwi and Bukedea.



**SBL – serving 2,000 people**

SBL spearheaded the renovation and construction of Kwamizi Water Dam in Handeni District, Tanga region. SBL’s donation of Tsh 380 million (approximately Kshs. 21 million) was implemented in partnership with Water Aid and the local government. It is providing clean water to 2,000 people in Handeni District. The water project has brought relief to thousands of residents in the district, following the destruction of previous dams, leaving the community in dire need of clean and safe water.





# Leveraging the Power of Partnerships – KBL’s Partnership with Upper Tana- Nairobi Water Fund (UTNWF) Trust

The Upper Tana-Nairobi Water Fund (UT-NWF) Trust is a public-private partnership working collaboratively throughout the Upper Tana watershed to solve a key challenge – water security for Kenya’s capital city, Nairobi.

The Upper Tana watershed supports 95% of the water supply for Nairobi, which currently has a population of over 5 million people. It also generates 50% of the nation’s energy – hydropower.

The mission of the Water Fund is to support the long-term conservation, protection and maintenance of the Upper Tana watershed, thereby improving Nairobi’s water security and the function of hydropower facilities.

On World Water Day this year, KBL provided a grant of US\$ 50,000 to support conservation and sustainable management of Upper Tana watershed through promotion of sustainable land management (SLM) and integrated natural resources management (INRM) practices, thereby improving the livelihoods of farming households while promoting watershed conservation. The funding was geared towards supporting farmers with high value fruit tree seedlings - 15,000 fruit trees were planted, construction of water pans and drip irrigation kits. The grant provided this year is in addition to a similar amount that was provided to UTNWF in 2022 when the partnership began.





# Efficiency at EABL's sites

## KBL's Supply Structure

I. **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 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. 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 working at the plant.







II. **Kisumu Site** – Named Diageo’s Best Brewery in 2022, the Kisumu Plant is located at Makasembo in Kisumu. 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.



III. **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.



IV. **East African Maltings Limited (EAML)** – Located at Nairobi’s industrial area, EAML is an agribusiness 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 dispatched to the Tusker Site for the rest of the production process. The site is manned about 40 employees who are experts in engineering and production.



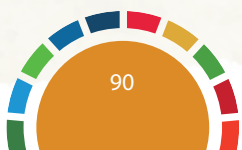
## EFFICIENCY AT OUR SITES

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

At the Tusker Plant, we have recovered 192,376m3, which represents 13% of our total water abstraction, whilst at the Kisumu Plant we have recovered 59,653 m3, which is equivalent to 23%.

EAML has also driven a 24% reduction in use of water, and 10% reduction in use of energy. This happened partly through upgrading old infrastructure on automation and high voltage plants, thereby reducing health and safety risks as well as guaranteeing business continuity.

On the other hand, a future investment in Zero Liquid Discharge (ZLD) technology in our water recovery process will further increase our water recovery.





## SBL's Supply Structure

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

- I. **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 and 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 198 full-time and contract-based employees working at the plant.



- II. **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 an all 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, Kibo Premium, Guinness Smooth, Guinness Foreign Extra Stout and Pilsner Lager are produced at our Moshi Site. It is manned by about 182 full-time and contract-based employees working at the plant.

**SBL investments in Moshi Brewery to increase beer capacity and build mainstream spirits capability:**

- Installation of spirits storage tanks with total capacity of 140,000 litres.

- Brewhouse capacity expanded through additional installed mashing vessels.
- Installed 10 additional fermentation vessels and two additional bright beer tanks.
- Installed three additional malt grain silos.
- Installed heat recovery system (Equitherm) to reduce thermal energy usage.
- Installed and commissioned 150,000hls Ready-to-Drink blending plant.
- Installed and commissioned second 40,000bph packaging line.
- New warehouse for beer finished goods.
- New Ready-to-Drink and Spirits warehouse.
- Exploring leasing of double handler forklifts to drive warehouse efficiency and reduce carbon emissions.







III. **Mwanza Site** – The Mwanza Site stands out for the production of Serengeti Premium Lager, Serengeti Premium Lite and Pilsner Lager brands. As is the case with our Dar es Salaam and Moshi sites, the Mwanza Site has also offered employment to hundreds of individuals within the region. There are about 140 full-time and contract-based employees working at the plant.



### EFFICIENCY AT OUR SITES

We have focused on reducing our water usage and energy usage ratios. SBL's water usage ratio has improved to 3.78 L/L, which represents a reduction of 6.3% compared to the same period last year. This reduction has been achieved through implementation of focused improvement projects across the various sections of the site and robust short interval controls.

## UBL's Supply Structure

UBL's Supply Structure consists of two sites, namely: Port Bell Brewery and International Distillers Uganda (IDU).

- I. **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 where about 900 full-time and contract-based employees work.
- II. **International Distillers Uganda** – This Site produces UBL's renowned spirit brand, Uganda Waragi. Other brands such as V&A and Gilbey's are also produced at the Site. There are over 70 full-time and contract-based employees working at the site.



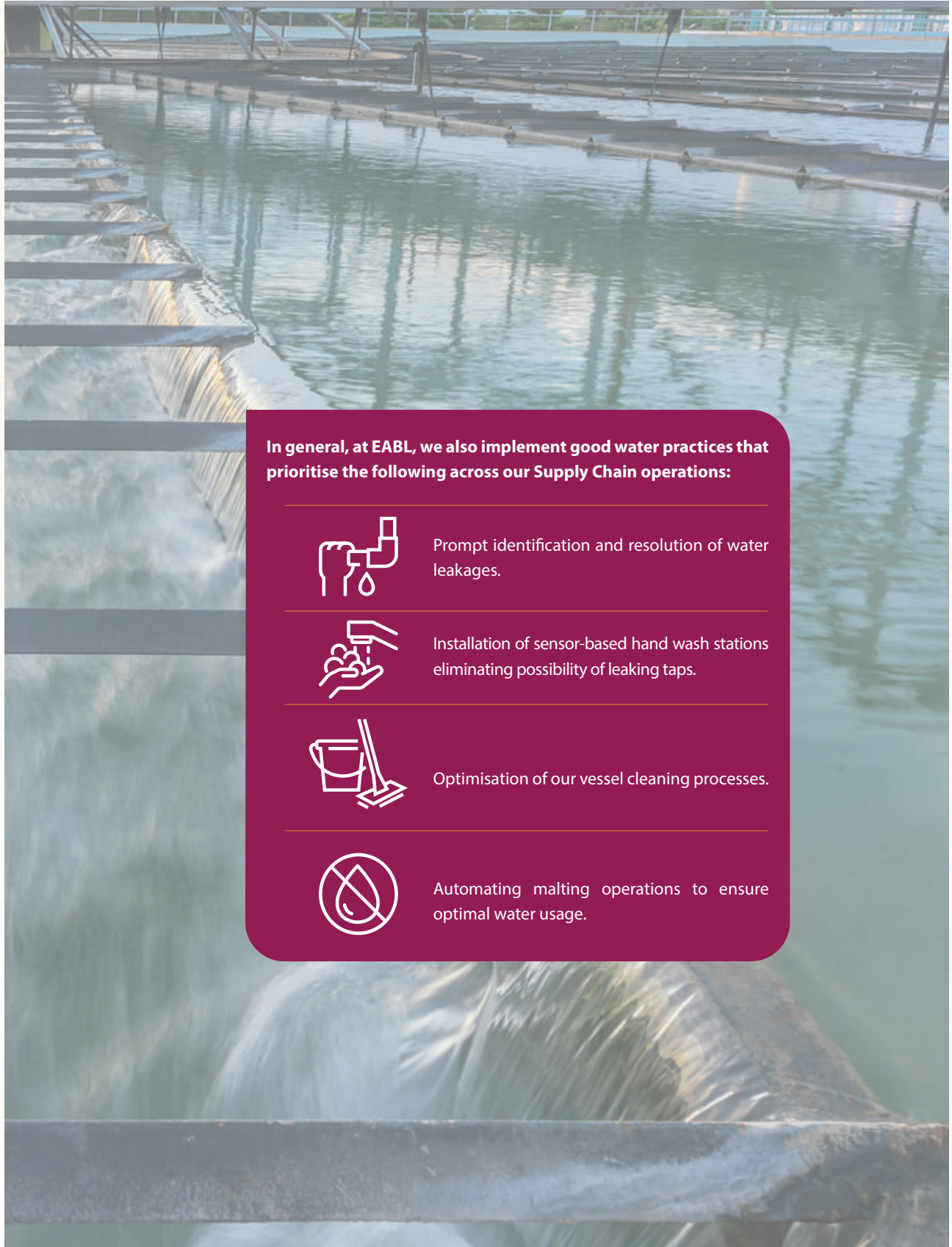
### EFFICIENCY AT OUR SITES

Similar to KBL, UBL has also invested in state-of-the-art water recovery plants at the Port Bell brewery and International Distillers Uganda. The investment has also yielded significant water recovery results. During the year, UBL recovered 137,005 m3 of water, equivalent to 31%.

Additionally, UBL has delivered a water performance KPI of 2.86L/L per litre of product produced versus a target of 2.7 L/L. We took lessons on what we can do to improve this performance further. Some of the actions we have identified include installation of baffle plates at clarifier for turbidity reduction, condensate recovery improvement from 80% to 85% and biomass boiler water use optimisation. In addition, improved Water Recovery Plant (WRP) rates from 45% to 49%, and ensuring spares are now stock items, which allow for quick intervention in case of failure.

On the other hand, we replenished up to 43,210m3 of water by sinking boreholes in the Teso and Acholi sub-regions of Uganda. We are committed to ensuring that these water-stressed communities from which we source our local raw materials are supported to access clean water as part of our supply commitments.





In general, at EABL, we also implement good water practices that prioritise the following across our Supply Chain operations:



Prompt identification and resolution of water leakages.



Installation of sensor-based hand wash stations eliminating possibility of leaking taps.



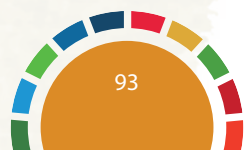
Optimisation of our vessel cleaning processes.



Automating malting operations to ensure optimal water usage.

## Looking ahead to F24:

We are still exploring additional water recovery technologies to further increase the amount of recycled water in our operations.







# ACCELERATE TO A LOW CARBON WORLD





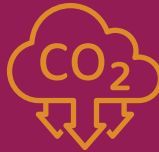
# CONTEXT AND EMERGING TRENDS

As a consequence of human-caused climate change, East Africa experienced one of the worst droughts in the last 40 years. The prolonged drought displaced more than one million people, and pushed millions more to the brink of famine. We operate in a region where most people are employed in agriculture and few communities have irrigation systems or long-term water storage, and the consequences of an increasingly warmer world are most profound. Scientists widely agree that adaptation is crucial for our economies to survive, and we invest in co-benefit projects that boost the resilience of our communities as well as reduce and offset our carbon emissions. In addition, irrespective of Africa's minimal contribution to global greenhouse gas (GHG) emissions, we believe that we have a responsibility to transition our operations to net zero. We believe that this is part of ensuring a sustainable future for generations to come.



# PROGRESS FROM 2022 TO 2023

**E**ABL has committed to an ambitious target to reduce our Scope 3 emissions by 50%. Admittedly, measuring and tracking our Scope 3 emissions is tricky, but we are doing everything we can to make meaningful progress. In order for us to meet this commitment we:



Support opportunities that reduce our emissions produced by the materials we buy, products we source and the services that we need to produce our much-loved brands.



Rethink our way of doing business to embed a more collaborative and circular way to source the materials and services that we rely on. This includes working with our suppliers to accelerate their decarbonisation and prioritising low carbon transport.

We have made significant strides reducing our Scope 1 and 2 emissions to 28.29 kt CO<sub>2</sub>e, which is 6% above our F23 target.

GLOBAL SOCIETY 2030 TARGET	KEY PERFORMANCE INDICATOR	EABL TARGET FOR F23	F21	F22	F23	CUMULATIVE
Become net zero carbon in our direct operations (Scopes 1 and 2).	Total direct GHG emissions (Scope 1 and 2) (kt CO <sub>2</sub> e)	30.35	59.99	63.40	28.29	28.29
SDG alignment: 7.2; 7.3; 12.6; 13.3						
Reduce our supply chain (Scope 3) emissions by 50%.						Work in progress to refine our understanding of the baseline and footprint as well as identify key strategy levers.
SDG alignment: 7.2; 7.3; 12.6; 13.3						
Use 100% renewable energy across all our direct operations.	Percentage of renewable energy in our own operations	63.40	24.00	25.87	64.86	64.86
SDG alignment: 7.2; 7A; 17.16						



# HOW ARE WE ACHIEVING OUR TARGETS?

## Our Initiatives

### Planting trees to sustain our future



All three markets have embraced tree-planting as part of our mandate in building a more resilient future. Tree-planting is a sure way to mitigate against climate change effects and trees remain a vital resource for rural, poor farming families across East Africa.



**KBL - planted**  
**100,000**  
trees

During the tree-growing season of October-December 2022, Nature Kenya, with support from KBL, commissioned five Community Forest Associations based in Mt. Kenya Forest to undertake the restoration of degraded areas within the forest. As a result, a total of 100ha of degraded forest area was restored by planting 100,000 tree seedlings of 13 different indigenous tree species across the different forest blocks. We engaged in tree-planting exercises at Hombe Forest (Mt. Kenya Forest Water Catchment) and at our microbrewery site in Ruaraka. We enlisted KBL staff to participate in driving our response to President William Ruto's commitment to plant five billion trees. We set a goal to restore Mt. Kenya Forest Water Catchment Area, and this year, we planted 500 seedlings in Hombe Forest, supported by 60 staff members. We planted during the rainy season to ensure that the seedlings have enough water – giving them better survival rates. We are also on a mission to make our home (Ruaraka site) greener and planted 300 trees.



**UBL - goal of**  
**40,000,000**  
trees

The Ugandan Ministry of Water and Environment, in partnership with several private companies, including UBL, launched the national reforestation campaign, "Running Out of Trees" (ROOTS) on March 21, 2021. ROOTS has a goal to plant 40 million trees across the Ugandan landscape. To date, UBL has contributed over Ksh 19 million to the endeavour, including Ksh 5 million in F23.

## The power of collaboration



### KBL supports the Friends of Karura

KBL is a long-term partner of the Friends of Karura and the Kenya Forest Service and has supported the conservation of Karura Forest for over a decade now. This includes the fencing of Karura Forest at a cost of Ksh 8.5 million. This year, we sponsored the annual Friends of Karura 2022 Race to the tune of Ksh 1 million aimed at raising awareness on forest conservation.





# We have made substantial investments in transitioning to net zero

To date, our cumulative CAPEX investment in transitioning to renewable sources to power our manufacturing plants is key. This includes:



**To Help Reduce by 95%**

Four biomass boilers in our Kisumu and Tusker Plants to help reduce our carbon emissions by 95% (about 34,000 tonnes), representing a total investment of Kshs. 4.6 billion.



**To Help Reduce by 95%**

UBL biomass to achieve a 95% reduction in our CO2 emissions (about 8,000 tonnes) representing a total investment of Kshs. 1.6 billion.

Building on our existing programmes, we are committed to only using renewable energy by 2030. To do this, we have many initiatives already in action, including converting our energy to renewable alternatives, such as bioenergy and solar, creating additional renewable energy capacity to power our sites and moving our vehicles to renewable and low emission alternatives.







**Our Distributors  
Planted over**

**3,000**

**Trees**

We mapped our carbon emissions by distributor (in terms of fuel consumed and electricity utilized) and the number of trees that it would take to offset each distributor's carbon footprint. This year, our distributors planted a total of over 3,000 trees, which is a 275% increase compared to last year's 800 trees that were planted.

This tool is the first step, but we have a long way to go in supporting our distributors to scale up the number of trees planted annually, particularly as we hope to average around 375,000 trees per year to offset the carbon emissions of our distributors around the country.

In addition, some of our distributors have installed solar energy to entirely power their operations.



## Looking ahead to F24:

In spite of the complexity surrounding Scope 3 emissions, our end goal is to measure and track them in a way that supports our goal to transition our operations to net zero. We need to leverage on data to focus our efforts where they will have the greatest impact, and we need to prioritise efforts with suppliers, crafting meaningful performance incentives for them.





**BECOME  
SUSTAINABLE  
BY DESIGN**



# CONTEXT AND EMERGING TRENDS

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When measured against the criteria of resource and energy intensity, waste management and emissions management, research shows that agriculture and manufacturing are key sectors in delivering the most promising circular economy opportunities. We're focused on innovations that improve circularity and reduce waste for our business and the planet. Given we purchase much of our packaging materials, effective partnerships will be critical to achieving our ambitions. An important part of this goal is to become sustainable by design, eliminating waste from our value chain, developing solutions to reuse materials and creating innovative solutions to grow sustainably.





# PROGRESS FROM 2022 TO 2023






We have implemented a measurement and evaluation framework and have been monitoring progress on a monthly basis. During the year, we also installed an Audit and Tracking Report mechanism for waste to landfill. In this regard, we ran assurance exercises for our key waste handlers.



We have now instituted quarterly monitoring mechanisms engaging our suppliers on reducing packaging weight and increasing the percentage of recycled content in our packaging. We want to ensure that 100% of our packaging is widely recyclable/ reusable or compostable by 2030.



We have developed a programme to implement our target on providing all local sourcing communities with agricultural skills and resources – this has included developing training manuals in conjunction with the International Institute of Tropical Agriculture (IITA). We rolled out training on soil health, child labour and human rights in Eastern and Western Kenya.

GLOBAL SOCIETY 2030 TARGET	KEY PERFORMANCE INDICATOR	EABL TARGET FOR F23	F21	F22	F23	CUMULATIVE
Achieve zero waste in our direct operations and zero waste to landfill in our supply chain.  SDG alignment: 12.5; 12.6 	Total waste to landfills (tonnes) from our direct operations	0.00	0.00	0.00	2.12	
Achieve 40% average recycled content of our plastic bottles by 2025 (and 100% by 2030).  SDG alignment: 12.5; 12.6 	Percentage of recycled content in plastics	0.00	0	0	0	
Ensure 100% of our plastics are designed to be widely recyclable (or reusable/ compostable) by 2025.  SDG alignment: 12.5; 12.6 	Percentage of plastics that are widely recyclable/ reusable / compostable	0.00	97	100	97.90	97.90
Provide agricultural skills and resources to 150,000 smallholder farmers.	Number of smallholder farmers provided with three components of support	20,000	N/A	N/A	12,935	N/A
Develop regenerative agriculture pilot programmes in five key sourcing landscapes.	Number of regenerative agricultural pilots initiated	1	N/A	N/A	1	1



# HOW ARE WE ACHIEVING OUR TARGETS?

## Our Initiatives

### Project Rudisha

Spirits category consumption is largely one way with empty bottles either being retained by outlets, or later discarded as waste when taken away for in-home consumption. As the Spirits market leader, KBL has concluded the pilot phase of Project Rudisha, where we aim to run a sustainable glass Spirits business, shifting 100% from One Way to a Returnable Glass Model. Project Rudisha will help us reduce our Scope 3 emissions / value chain emissions, which are the majority of the businesses total greenhouse gas (GHG) emissions. Other benefits include, reduced energy consumption, reduced cost of business and reduced contribution to landfills.

Additionally, the project is already providing jobs to youth who collect, wash, sort, and return the glass bottles to us.

During our first phase, we successfully collected 4,000 cases (16,000 bottles) per month from six distributors, with a breakage threshold of 1%. Additionally, we created 200 jobs and saved 240 tonnes of CO<sup>2</sup>. Building upon this achievement, we are now embarking on phase two of the project. In this phase, we will target 40,000 (16,000 bottles) cases per month, expand to 25 distributors nationwide, create 500 jobs, expand our brand scope and aim to reduce 5,000 tonnes of CO<sup>2</sup>.

Our long-term vision is to reuse all Spirits bottles until the end of their life, like the current practice with beer bottles. We are favourably positioning ourselves as an industry leader in proper waste management and the circular economy.



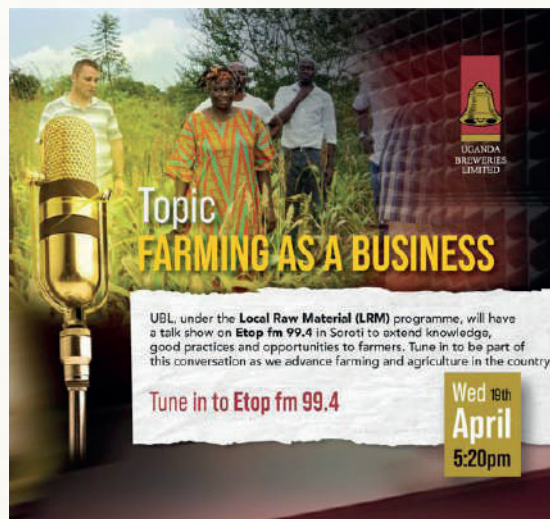




# Leveraging the Power of Radio in Uganda Agriculture Local Raw Material (LRM) Programme

Agriculture teams in the Uganda LRM areas of Lira, Kapchorwa, Kasese, Kamwenge, Hoima and Teso took part in 45-minute programmes in eight regional radio stations to educate listeners on our LRM programme and rally farmers to plant.

Through this, we are securing our raw materials while continuing to distinguish our business as a true partner in the economic development of Uganda by sharing value with over 30,000 smallholder farmers. Radio is the most powerful above-the-line channel to engage farmers from their homesteads, connecting them with our business purpose, educating them and learning more about their needs.



## Leading and Collaborating

UBL continued its strategic partnership with Vivo Energy Uganda and the National Environmental Management Authority (NEMA) on the Taasa Obutonde campaign which raises awareness of the growing environmental hazard caused by irresponsible use and disposal of plastics. The project calls on all stakeholders to act in reducing, reusing, and recycling their plastic waste to mitigate against environmental harm. The project has generated a public debate on the need to conserve the environment through responsible disposal of plastics.

## Our Brands' Environmental Footprint

Our brands rely on water and other limited natural resources, and we are committed to using those resources responsibly to preserve them for generations to come. As part of our ambition to minimising our environmental impact, we are constantly working to improve and extend environmental standards throughout our supply chain and our operations. Part of this is our series of assessments to help us and our consumers better understand the environmental footprint of some of our most popular brands.

## Looking ahead to F24:

- We are looking at establishing partnerships with third party vendors who can make use of glass fragments to make useful items such as construction material, thereby ensuring that we continue to maintain our target of achieving zero waste to landfill.
- We also aim to further implement the projects that we identified in F23 with regards to reducing packaging weight and increasing the percentage of recycled content in our packaging, such as Project Rudisha – see page 103.
- We are also looking into rolling out our Koltiva Digital Tool amongst all our farmers in Kenya and Uganda. The tool will help us have a database of all our farmers, thereby enabling us to monitor our activities with them, such as training and provision of farm inputs. The tool will also enrich EABL's information database, thereby enabling us to make data-driven decisions regarding our partnership with our farmers. Most importantly, Koltiva will help the farmers have a digital information base that will enable them access financing or have credit scoring based on their farming activities.



## Meet some of our leaders

“

**64.86%**

**We continued to make progress towards our commitment to source 100% renewable energy across our sites, reaching 64.86% renewable energy sourced.**



We recognise the profound impact that our operations have on the environment and have implemented comprehensive measures to minimise our carbon footprint, reduce waste, and conserve natural resources. Our investments in energy-efficient technologies, renewable energy sources, and sustainable packaging solutions, have resulted in significant reductions in greenhouse gas emissions and waste generation.

As a Supply Director, I embrace the transformative potential of thought leadership in supply chain sustainability. EABL has truly been a source of inspiration for the industry on sustainable manufacturing and sourcing practices. The climate in crisis requires urgent action to transition towards a more effective method of creating our products for an expanding population in an equitable, affordable, and sustainable manner.

All of our Scope 1 and 2 emissions are addressed as part of our net zero ambitions and our actions contribute to our absolute emissions reduction. We continued to make progress towards our commitment to source 100% renewable energy across our sites, reaching 64.86% renewable energy sourced – a staggering improvement from last year (25.8%). We also know that it is not possible for us to achieve net zero without fully scaling up regenerative agricultural practices. This urgency drives our commitment to expedite the adoption of regenerative farming practices within this decade, empowering local communities and revitalising ecosystems. I am very pleased to update our numerous stakeholders on the progress we have made on Society 2030, especially around our pillar that touches on water efficiency, carbon emissions and circular economy, which is really driven by supply.

*Haiko Cremer*

EABL Supply Chain Director





“

**I am committed to leveraging our financial expertise and influence to foster sustainability across our operations, supply chain, and the broader business landscape.**



As the CFO of our organisation, I recognize that sustainable investments are not only an ethical choice, but also a strategic imperative. By directing our financial resources towards sustainable initiatives and responsible business practices, we can create long-term value for our stakeholders and the planet. I am committed to leveraging our financial expertise and influence to foster sustainability across our operations, supply chain, and the broader business landscape. By engaging with our partners, suppliers, and investors, we can promote sustainability best practices and collectively drive positive change. Our commitment to sustainable investments goes beyond financial gains. It reflects our dedication to leaving a positive legacy for future generations, ensuring that the world we pass on is one that thrives on responsible stewardship and sustainable growth.

*Risper Ohaga*  
EABL Chief Finance Officer



“

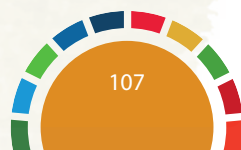
**We know that addressing our Scope 3 emissions is essential to achieving any meaningful reductions in greenhouse gas emissions.**



Scope 3 emissions can take up a significant portion of a company's overall carbon footprint. In leading the Commercial Team, we know that addressing our Scope 3 emissions is essential to achieving any meaningful reductions in greenhouse gas emissions. At EABL, we consistently strive for commercial excellence, and in our pursuit of excellence, we must also be catalysts for positive change. We participated in a leadership programme at the University of Oxford that has enabled us to think more critically around how we embed sustainable practices across all our sites. But the course also allowed us to showcase how far EABL has come in harnessing innovation, collaboration and ethical practices to re-define supply chain excellence. By prioritising sustainability, we can enhance brand reputation, attract conscious consumers, and gain a competitive advantage in a world where sustainability is becoming a deciding factor for business success.

*Joel Kamau*

KBL Commercial Director







## Meet some of our EABL family

### Peter Kaloki – Agriculture Development Manager, Africa



“Our farmers are key partners in our business across the region, given that they provide us with some of our key raw materials to make our loved beverages. Across EABL, we source 100% of our grains from the farmers in these markets. It is, therefore, important for us to ensure that we continue to equip them with farming knowledge and skills that are going to enable them produce sustainably for generations to come, especially with the current challenge of the impact of climate change. We, therefore, remain committed to continue training our farmers on regenerative agriculture practices as well as introducing them to modern digital farming methods via the Koltiva Digital Tool, which will enable them to maintain their farming records digitally, and also have access to financing, among other benefits.”

### Fredrick Onyalo – Kisumu



As a community, we had the idea for a water project in 2019 and we prepared a proposal, which we presented to the Lake Basin Development Authority (LBDA). We were experiencing some serious water issues, with many members of our community exposed to waterborne diseases. Some cases were so extreme that we lost people to bilharzia and cholera. You see, we were dependent on distributaries of the River Yala, which were heavily polluted. We desperately needed access to clean and fresh water. LBDA connected us with EABL, who heard our plea and happily sponsored our proposal. Our village is very rural – *ni shambani kabisa!*

So, you can imagine how this has really changed our lives. Our borehole now supplies us with clean water, and has been a tremendous blessing. We are actually using shower water now. Women in the village have so much more time to do other projects, including focusing on community leadership as they are no longer spending time looking for and fetching water for their families. Our management council is now made up of 75% women. Our women are also able to upgrade their incomes and engage in small scale agriculture, now that there is a steady and reliable water supply. We have also seen tremendous improvements in our health, and no more waterborne diseases, as was the case previously. We have had a massive increase in the number of children being born at the village dispensary since we got access to a reliable water supply. Maryanne from KBL has been such an angel to us – regularly checking up and ensuring that our project was completed successfully. In fact, if you come to my village now, you will find a lot of children named Maryanne.”



## Suleiman Nyunawi

– Voi



“As a young person who was unemployed, I am really happy to be a part of Project Rudisha. It has given us a dignified way of earning a living and meeting our basic needs, as well as supporting our families. We are ready to work, in fact, we are very happy to be given work.”

## James Kitavi – Nairobi, ECCL



I run Environmental & Combustion Consultants Ltd. (ECCL), the collection agency involved with Project Rudisha for the past year. Essentially, we have personnel and crew that go to the bars and various licensed shops to engage with them on the project and the benefits. We then commence bottle collection on a daily basis, which incentivises the bar and shop owners as they receive payment daily. We take the bottles, de-cap, sort and clean them, followed by a quality assessment to ensure that they meet KBL’s requirements. The bottles are then sent back to the brewery. This partnership was really up our alley, as ECCL is in the business of environmental services. KBL is also a one-of-a-kind organisation to work with and has helped us expand as a business. KBL is also a powerful business that is passionate about making a difference in what they do. Rudisha has enabled us to empower women. Cleaning Chrome bottles, specifically, required us to devise a special method, whereby we remove the labels first and clean them before quality assessment. We have earmarked this job for women in the community, creating income-generating opportunities for them. As we move into the next phase of Rudisha, having completed a successful pilot, we look forward to scaling to countrywide collection and generating an even bigger impact.”

## Herman Gichira – Nairobi



I have been a distributor for KBL for over 20 years, running my own distributorship for seven years now. We installed solar panels across our facility a year ago, predominantly due to the problems we had with unreliable electricity supply. At the same time, I believe in the power and potential of the Green Economy. I could see KBL going green and thought to myself, ‘Why not us?’ We are on this journey together and we know it is the right thing to do.

I am thrilled to support an organisation that has truly embraced sustainability and seeks to inspire everyone that they interact with. Using solar power offers a wide range of benefits, which made the decision easy for me. It allows us to contribute positively to the world, and significantly reduce (and almost eliminate) our carbon footprint. We have also decreased our operational costs by 50% as we save money on energy bills every month. I also appreciate the energy independence it has availed us as we are not as dependent on the grid. I come in the morning and I am ensured that there is power. We have no fear that our business will be interrupted. Installing solar panels is an investment that can pay off over time. Not only do you enjoy immediate energy savings, but the increasing efficiency and decreasing costs of solar technology ensure that the value of your investment will continue to grow.”



# 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.

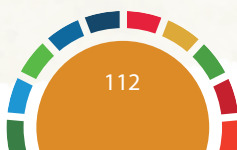
Accountability for managing risk is embedded in our management structures. Each market and function undertakes an annual risk assessment, establishes mitigation plans and monitors risk on a continual basis. Similarly, our Audit & Risk Committee regularly assesses risk, and the Board independently reviews 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:**

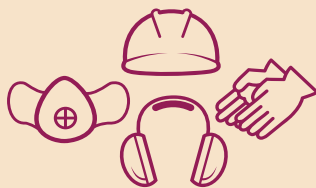
- Process / Plant safety: The focus area was the improvement in the fire detection and fighting infrastructure, following the gap analysis conducted in the previous year, 2022. A £1.8 million fire upgrade project was approved and is currently under implementation. The expected completion date is September 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

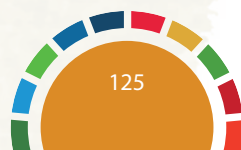
EABL has robust policies on Information Management and Security as well as Data Privacy and Protection, which are revised annually and as deemed necessary. There is clear guidance on the following:

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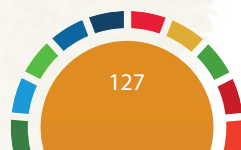
**From environmental regulations to labour laws and supply chain management, sustainability considerations must be integrated into our legal practices.**



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









**DEEPENING STAFF  
UNDERSTANDING OF  
OUR SUSTAINABILITY  
STRATEGY**









# The Sustainability Week

## WHY THE SUSTAINABILITY WEEK

A debut Sustainability Week was held from January 30 to February 3, 2023, in an endeavour to further create more awareness and education amongst staff on the organisation's sustainability strategy, Society 2030: Spirit of Progress.

The Sustainability Week was part of internal initiatives to ensure that staff not only understand the sustainability strategy, but also embrace it as part of their daily operations at work and lives at their homes. It was, therefore, a platform to hold various sustainability-focused activations in one week, through the creation of unique pan-organisation anticipation and execution of engaging activations that captured staff members' attention.



## Use of laptop lock screens



## Sustainability bytes





## Pan-organisational presentations



## Question of the day on camera

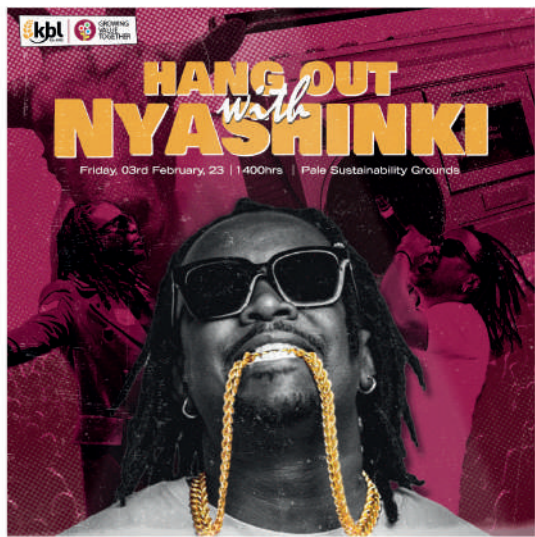




## Sustainability walkthrough



## Interactions with Nyashinski







## Sustainability celebration





## RESULTS AND IMPACT:



Total number of employees reached during the week.



Total number of employees gone through the face-to-face sustainability sessions.



Number of employees gone through the virtual sustainability session.



Number of employees taken through SMASHED.



Number of employees who visited the sustainability showcase.

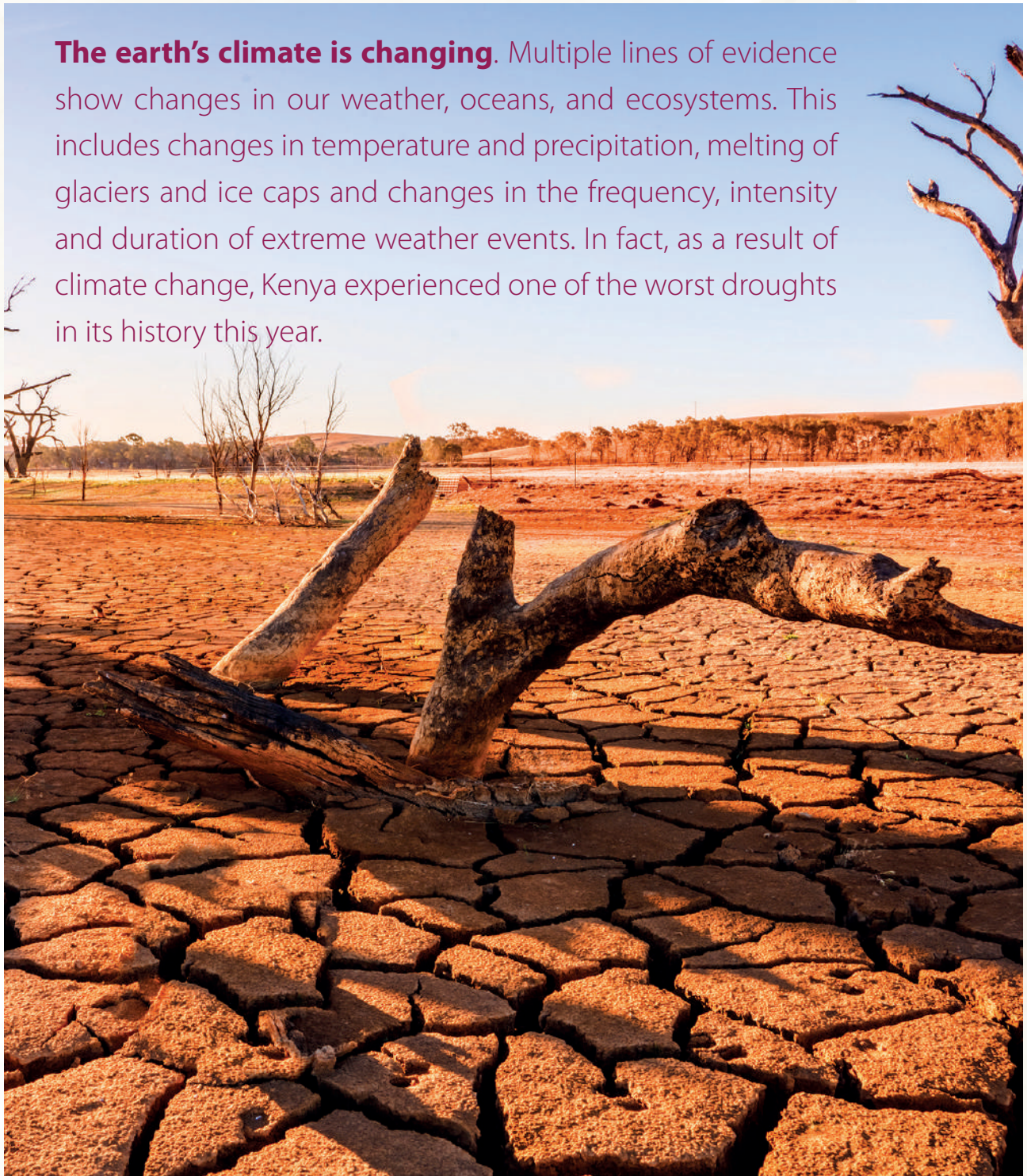




**THEMATIC PIECE:**  
**ACCELERATING TO A  
LOW CARBON WORLD**



**The earth's climate is changing.** Multiple lines of evidence show changes in our weather, oceans, and ecosystems. This includes changes in temperature and precipitation, melting of glaciers and ice caps and changes in the frequency, intensity and duration of extreme weather events. In fact, as a result of climate change, Kenya experienced one of the worst droughts in its history this year.



## Carbon and Climate

These extreme climate-related events are due to a buildup of greenhouse gases in our atmosphere and the warming of the planet due to the greenhouse effect. Carbon dioxide is the main greenhouse gas contributing to climate change. Carbon dioxide enters the atmosphere through burning fossil fuels, solid waste, trees, and other biological materials, and as a result of certain chemical reactions, such as cement manufacturing.

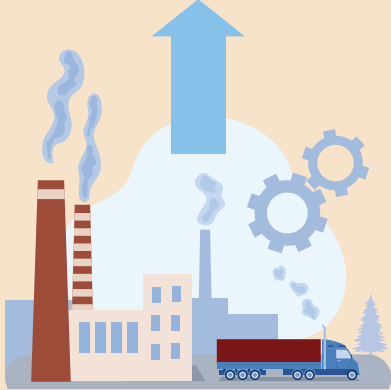
**The scientific consensus is clear:** Our current trajectory towards increasing carbon emissions is endangering ecosystems, livelihoods and future generations





# Carbon Emissions:

You will often see references to carbon emissions in terms of Scope I, II and III. The reference first appeared in the Green House Gas Protocol of 2001, and today Scopes are the basis for reporting. The three categories essentially refer to:



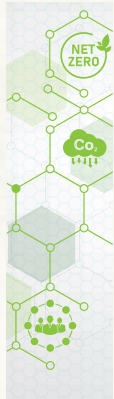
**Scope 1 emissions:** "Direct" emissions emanate from sources that are owned or controlled by a company, for example, boilers, vehicles, or industrial processes.



**Scope 2 emissions:** "Indirect energy" emissions result from the generation of purchased energy that is consumed by the company.



**Scope 3 emissions:** "Other" indirect emissions are a consequence of the company's activities, but occur from sources not owned or controlled by the company, for example, outsourced operations, business travel, or product use.



## Global Response:

Different teams of scientists have built and run models to project future climate conditions under various scenarios for the next century. The model results project that global temperature will continue to increase. However, the decisions and behaviours we adopt today will determine how dramatically climate will change in the future.



## The Paris Agreement

# 1.5°C

Limit the temperature increase to 1.5°C above pre-industrial levels.

The agreement is a legally binding international treaty on climate, adopted by 196 countries (including Kenya, Tanzania and Uganda) in 2015. The agreement seeks to limit the temperature increase to 1.5°C above pre-industrial levels. It also aims to strengthen countries' ability to deal with the impacts of climate change and support them in their efforts. In the face of escalating climate crises and the unequivocal evidence of our planet's warming, the need to accelerate our transition to a low-carbon world has never been more pressing.



## We are Taking the Lead



A low-carbon world is not just a distant dream; it is a moral imperative and an urgent necessity. At EABL, through our Society 2030: Spirit of Progress Plan, we have made bold commitments to become net zero in our direct emissions (Scope I and II) by 2030 and use 100% renewable energy across all our direct operations.

## What is Net Zero?



This refers to the balance between the amount of GHGs that are produced by a company and the amount that is removed from the atmosphere. It can be achieved through a combination of emissions reduction and emissions removal.

# How are we doing this?

One of the emissions reduction projects that we have implemented in our operations is the use of biomass.

**B**iomass is renewable organic material that comes from plants and animals. It is a source of renewable energy that can generate electricity, be used in heat production as well as for fuel in vehicles. There are different sources of biomass, including agricultural residues like rice husks, macadamia husks, or coffee husks that would otherwise go to waste. We convert these to supply us with biofuel.



**W**hat is great about our approach is that it has created opportunities for an entirely new value chain: small-scale farmers are able to offload their agricultural waste products at a premium price, aggregators or consolidators mobilise different sources of biomass from various small-scale farms and then they supply us. This generates income across the value chain, while providing a consistent source of renewable energy for us.

REDUCE BY  
**95%**

Our investment in biomass will reduce our carbon emissions by 95% (about 42,000 tonnes of carbon a year) bringing us very close to our net zero ambitions well before 2030.





# Meet some of our leaders

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**We have also installed state-of-the-art water recovery plants in Tusker and Kisumu to reduce our net usage.**



KBL is at the forefront of ensuring we reduce the impact of our supply chain to the environment. We have significantly reduced our carbon footprint by installing and commissioning biomass boilers to supply thermal energy at our Tusker and Kisumu sites. We have also installed state-of-the-art water recovery plants at Tusker and Kisumu to reduce our net usage. Our continuous improvement mindset in our processes also ensures we have running initiatives to guarantee reduction in our environmental impact. This year, our Kisumu site won Diageo’s Brewery of the Year award. This is a testament to the overall site performance driven by the effective implementation of the Excellence In Supply Chain (EISC) manufacturing management system. The global recognitions have enabled KBL to supply talent to other Diageo Africa sites while continuing to deliver great performance.

*Rosemary Mwaniki-Chesire*

Operations Director, KBL

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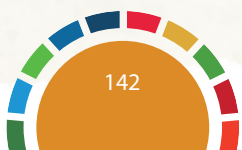
**We’re cultivating a brighter, greener, and more inclusive future for generations to come.**



In a world that craves innovation, environmental stewardship, and gender equality, we are proud to stand at the intersection of these ideals. UBL has effectively reduced our carbon emissions by 92%, driven by the substantive investment in biomass, a predominant source of energy. Together, we’re not just supplying biomass – we’re cultivating a brighter, greener, and more inclusive future for generations to come. As a result of our initiatives, UBL received an *Environmental Sustainability Award* from the National Environment Management Authority (NEMA) on World Environment Day (WED) for its state-of-the-art Effluent Treatment Plant (ETP) in Luzira. We were also awarded an *Excellence in Occupational Health and Safety* by the Ministry of Gender, Labour and Social Development.

*Anthony Alogie*

Supply Chain Director, UBL





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**Our efforts to integrate sustainability into our supply chain are a testament to our dedication to creating a positive impact.**



We recognise our responsibility towards the environment, society, and our stakeholders. Our efforts to integrate sustainability into our supply chain are a testament to our dedication to creating a positive impact. We are committed to minimising our environmental footprint by implementing various sustainable supply chain practices, such as reducing waste, conserving energy, and sourcing materials responsibly. For example, we have installed a heat recovery system (Equitherm) to reduce thermal energy usage. We are also in the process of exploring leasing double handler forklifts to drive warehouse efficiency and further reduce our carbon emissions. Our aim is to not only comply with local regulations, but to exceed them, ensuring that our supply chain activities contribute to the long-term health of the communities and ecosystems in which we operate. Equally important, we prioritise the well-being of our employees and the communities we serve. We invest in training and development programmes to enhance the skills and livelihoods of our local workforce. This year, we were recognised as the Best Employer – Local Content category– for the role we have played in driving the economy of Tanzania by the Association of Tanzania Employers (ATE). SBL has positively contributed to prioritising local sourcing, and availing opportunities for Tanzanian businesses to grow.

*Alfred Balikagira*  
Supply Chain Director, SBL

## Meet some of our EABL family

### Catherine N. Mutugu – Business Owner



“I have been supplying EABL for the past year with various sources of biomass, including macadamia husks, wood chips and saw dust. I source from across the country. As a woman-owned business, I am proud to be providing sustainable biomass solutions. Like EABL, I am deeply committed to making a difference in the world by

providing real solutions while growing a business that provides jobs and a source of income. This is also an opportunity for me to showcase the potential of women-led businesses in driving positive change. We are breaking barriers and shattering stereotypes, proving that women can excel in any industry. Our success story is a testament to the fact that passion, expertise, and determination know no gender boundaries.”

### Florence Nyambura – Business Owner



“From the moment we partnered with EABL (just over a year ago), it was clear that their dedication to sustainability runs deep. From their sourcing practices, to efficient

conversion processes, we have learnt a lot, and as a result grown as an organisation. As a woman-owned, 13-year-old small business, being exposed to the detailed procurement practices of such a large organisation helped us to streamline our own practices. It has also greatly scaled our business, as EABL is a pretty big offtaker. They pay on time and that helps us get access to credit, which is expanding my business. I supply them with macadamia shells from macadamia factories once done with their processing. We are in the process of testing out a new source that we hope to roll out for them soon”





**AWARDS AND  
ACCOLADES**





The Group received numerous awards and accolades during the period, a testimony of the recognition of our unparalleled investment in sustainability initiatives.

## Celebrating KBL's Awards and Accolades

- **Tusker Site** is committed to sustainably manufacture world-class quality alcoholic and non-alcoholic beverages. In F23, in the Monde Selection awards, the site won 4 golds (for Tusker Lager, WhiteCap Crisp, WhiteCap Lager and Balozi Lager), and 2 silvers (for Tusker Malt Lager and Tusker Lite Lager).
- **UDV Site** has been a growth enabler for the past five fiscal years leading to substantial gain in market share in the spirits category. The site team has deployed manufacturing excellence tools, which led to improved plant efficiency. With the projected growth in demand, this efficiency gain complemented by the newly-installed packaging line will fortress supply of mainstream spirits.
- **Kisumu Site** won Diageo's Brewery of the Year award. This is testament to excellent overall supply performance of the site, driven by effective implementation of the Manufacturing Management system. Being recognised as one of the benchmark sites in Diageo has enabled the site to provide Supply Talent within KBL and Africa while continuing to deliver great performance. The site has made notable strides in sustainability by successfully switching to biomass as a source of fuel for its boilers.

### Kenya Supply continues to be celebrated, locally and globally.

The Kenya Supply team was recognised for initiatives undertaken on sustainability that aim to reduce environmental impacts from energy and water usage. KBL won the following awards at the 2022 edition of Energy Management Awards.

- Overall Water Management Award – KBL
- 1st runners up Sustained High Performance – Nairobi Site
- 1st runners up Electrical Energy Savings Award – Nairobi Site
- 1st runners up Water Management Award

In addition, Diageo Global Supply & Procurement has set up Centres of Excellence (COE) in Planning, Procurement and Logistics to implement Global Best Practices in Kenya Supply.







# Celebrating UBL's Awards and Accolades



## 2022 HR Best Practice Awards

At a National level, Uganda Breweries Limited was recognised as the overall winner for best HR Practices in Uganda for 2022 at the Prudential HR Awards. This confirms our people focus as a key sustainable business performance enabler. About 1,600 employees across 534 organisations in Uganda participated in the survey where they were asked to comment, rate, and assess their employers' HR practices and policies by responding to questions under 12 thematic areas, which included reward and recognition, diversity and inclusion, quality, and innovation, learning and development and employee well-being, among others. UBL emerged winner in the following categories:

- Overall HR Best Practices
- Employee Performance Management
- Reward and Recognition
- Employee Well-being

Also, from a People front, UBL was named Employer of the Year 2022 by the Federation of Uganda Employers (FUE) in recognition of the extensive efforts to champion inclusion and diversity, individual employee development and team-building over the years.

UBL also received an award in Manufacturing Excellence from the government of Uganda at an event hosted by the Ministry of Trade, Industry and Co-operatives to commemorate Africa Industrialisation Day on November 29. During the event, UBL was recognised for relentlessly driving industrialisation and spearheading the Buy Uganda Build Uganda (BUBU) agenda through our Local Raw Materials programme.

On the Environmental Conservation front, UBL received an Environmental Sustainability Award from the National

Environment Management Authority (NEMA) on World Environment Day (WED) for its state-of-the-art Effluent Treatment Plant (ETP) in Luzira.

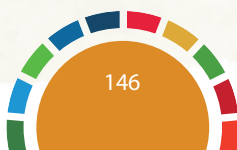
UBL was also awarded Excellence in Occupational Health and Safety by the Ministry of Gender, Labour and Social Development. The recognition was part of the Ministry's activities to commemorate the 2023 International Labour Day.

UBL also won an award for Excellence in Road Safety Awareness from the Uganda Professional Drivers' Network (UPDN). The award was as a result of UBL's "Best Road Safety" campaign in light of the Wrong Side of the Road campaign.

In commemoration of Africa Industrialisation Day 2022, UBL was presented with a Manufacturing Excellence Award in recognition of the brewery's outstanding contribution to Uganda's industrial development. The award recognises UBL's contributions as a taxpayer from the manufacturing industry over the years, efforts to promote exports and substitute imports as seen in the Local Raw Material (LRM) programme and investment in sustainability efforts that lessen the impact of industries on the environment.

UBL was also awarded for Outstanding Commitment to Disability Inclusion as a founding member of the Uganda Business and Disability Network (UBDN) and in light of commitments to ensure that 10% of our annual recruitments are people with disabilities.

To crown the list of UBL's awards and accolades in F23, the brewery was awarded the President's Award for Excellence in Promotion and Import Substitution by the Uganda Export Promotion Board.





The UBL Team advanced its progressive culture of compliance with standards. There was 100% excellence recorded in all the F23 Audits. These Audits included ISO 9001:2015, ISO 140001:2015, ISO 450001:2018, ISO 22000:2018/(HACCP) and the Uganda National Bureau of Standards Audit.

As a result, the UBL Plant won the Monde Gold Quality Award for the Uganda Waragi family. This is a testament that UBL's Quality Standards are world-class and are aligned to the Diageo Ambition of being "the most-trusted and most-respected consumer goods company."



## Meet some of our leaders

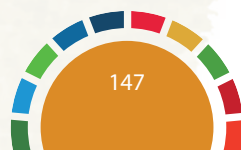
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**From enhanced engagements with our farmers to deepening our inclusion and diversity activities, our efforts and impact did not go unnoticed.**



We look back at the year with appreciation of what we were able to achieve through the implementation of our Sustainability Strategy. From enhanced engagements with our farmers to deepening our inclusion and diversity activities, our efforts and impact did not go unnoticed. It is for this reason that we received various awards and accolades from different stakeholders. We look back at the achievements with joy and thank our various partners and stakeholders for their support throughout the year. Most of all, we look forward to continued partnership.

*Juliana Kagwa*  
Corporate Relations Director, UBL





## Celebrating SBL's Awards and Accolades

SBL was awarded the second runner-up in two categories: **Outstanding CSR and Environmental Sustainability in 2022**, by the Tanzania Private Sector Foundation (TPSF). The award recognised SBL's commitment to making a positive impact on society and the environment through its various initiatives, such as water projects across the country, agribusiness scholarship programmes and tree planting.



SBL was also recognised in the **Best Employer – Local Content category**, by the Association of Tanzania Employers (ATE), for the role it has played in driving the economy of Tanzania. SBL has positively contributed to prioritising local sourcing, and availing opportunities for Tanzanian businesses to grow.



From a Compliance perspective, SBL was awarded the Best Compliance Award by the Higher Education Students' Loans Board (HESLB). SBL was recognised for its compliance with the requirement, by HESLB, to deduct and remit repayments to the Students' Loans Board, on time and consistently, and its staff who are beneficiaries of the Higher Education Students' Loans.

To crown SBL's list of awards and accolades, it was received the **Best Private Sector Organization in the Water Sector Development award** at an event organised by Water Aid Tanzania, which was officiated by the country's Prime Minister. SBL was awarded for its **outstanding water, sanitation and hygiene (WASH) initiatives**, which have greatly contributed to increased access to water in the country.





## Meet some of our leaders

“

We are happy to have received recognition, following the renovation and construction of the Kwamizi Water Dam in Handeni District, Tanga region.



The climate crisis is a water crisis, and we are taking action to help our communities. We passionately believe that prioritising clean water, sanitation and hygiene (WASH) is not just a fundamental human right but is core to unlocking millions of people, particularly women, from poverty, transforming lives and building resilient communities. We are happy to have received recognition, following the renovation and construction of the Kwamizi Water Dam in Handeni District, Tanga region. We thank our partners, Water Aid and the local government for their support during the project, and we look forward to continued collaboration.

*John Wanyanicha*  
Corporate Relations Director, SBL



# GRI Index

## Universal Indicators

General Standard Disclosures		Page Number
<b>Organisational Profile</b>		
2-1	<b>Organisational details</b>	See page 8 to page 10 of Annual Integrated Report
2-2	<b>Entities included in the consolidated financial statements</b>	See page 144 of Annual Integrated Report
2-3	<b>Reporting period, frequency and contact point</b>	<p>Reporting period: Year ended</p> <p>Frequency of reporting: We report every year in line with our financial reporting.</p> <p>Publication date: Our Annual Integrated Report published on September 2023 and our Sustainability Report published October, 2022.</p> <p>Contact information: <a href="mailto:growing.value.together@eabl.com">growing.value.together@eabl.com</a></p>
2-4	<b>Restatements of information</b>	<p>Our approach to restating information from previous reporting periods is included within the reporting approach.</p> <p>This includes restatements of baseline environmental data and restatement of code breach data.</p>
2-5	<b>External assurance</b>	<p>Assurance policy and practice</p> <p>Our policy is to align our sustainability reporting with the best and most up-to-date standards and protocols available at the beginning of our fiscal year. We believe in reporting against reliable data, and strive to improve the quality of our non-financial disclosures.</p>
2-6	<b>Activities, brands, products and services</b>	See page 48 to page 64 of Annual Integrated Report
2-7	<b>Employees</b>	We employ 1,408 individuals around East Africa (Kenya, Tanzania and Uganda). The production side of the business includes sites across the three countries.
2-8	<b>Workers who are not employees</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Construction projects, resulting from investments we're making in the business.</li> <li>• Logistics (from the end of the packaging line), such as warehouse operators, forklift truck drivers and loaders.</li> <li>• Selected sales and merchandising activity.</li> <li>• Cleaning, catering and site security.</li> </ul>
2-9	<b>Governance structure and composition</b>	<p>Our governance structure is included in the Governance section of the Annual Integrated Report on page 105 to page 110.</p> <p>See page 132 to page 135 of this report for details on how we govern sustainability within our organisation.</p>
2-10	<b>Nomination and selection of the highest governance body</b>	See Annual Integrated Report page 217 and page 218.
2-11	<b>Chair of highest governance body</b>	See Annual Integrated Report page 114.
2-12	<b>Role of the highest governance body in overseeing the management of impacts</b>	See Annual Integrated Report page 113 and page 114.
2-13	<b>Delegation of responsibility for managing impacts</b>	See Annual Integrated Report page 106 to page 112.
2-14	<b>Role of the highest governance body in sustainability reporting</b>	See page 32 to page 34 of this report.



# GRI Index

## Universal Indicators

General Standard Disclosures		Page Number
2-15	<b>Conflicts of interest</b>	See Annual Integrated Report page 118.
2-16	<b>Communication of critical impacts</b>	See Annual Integrated Report page 106 to page 112.
2-17	<b>Collective knowledge of the highest governance body</b>	See Annual Integrated Report page 106 to page 112.
2-18	<b>Evaluation of the performance of the highest governance body</b>	See Annual Integrated Report page 106 to page 112.
2-19	<b>Remuneration policies</b>	See Annual Integrated Report page 137.
2-20	<b>Process to determine remuneration</b>	See Annual Integrated Report page 134 to page 135.
2-21	<b>Annual total compensation ratio</b>	See Annual Integrated Report page 144.
2-22	<b>Statement on sustainable development strategy</b>	See page 22 and page 23 of this report for our Strategy. In our Annual Integrated Report on page 26 and page 30, our Chairman and Chief Executive comment on how our role in society and our ESG strategy and targets support our Performance Ambition to create one of the best-performing, most-trusted and respected consumer products companies in the world.
2-23	<b>Policy commitments</b>	<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><b>Policy commitment to respect Human Rights</b> Diageo’s Global Human Rights Policy covers a list of internationally recognised human rights and a list of specific at-risk groups to which we give particular attention. 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 Organisation’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><b>Due diligence</b> 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 our employees and business partners. We are also enhancing our internal assurance framework to identify opportunities to further strengthen our approach.</p>





# GRI Index

## Universal Indicators

General Standard Disclosures	Page Number
2-24 <b>Embedding policy commitments</b>	<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>
2-25 <b>Processes to remediate negative impacts</b>	<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 &amp; 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>



## GRI Index

### Universal Indicators

General Standard Disclosures		Page Number
2-26	<b>Mechanisms for seeking advice and raising concerns</b>	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 Integrated Report from page 90 to page 95.
2-27	<b>Compliance with laws and regulations</b>	<p><b>Environmental compliance</b></p> <p>Our approach to water, energy, biodiversity, emissions, and effluents and waste is described from page 82 to page 99.</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><b>Socioeconomic compliance</b></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>
2-28	<b>Membership of Associations</b>	<p>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.</p> <p>EABL is a proud member of the UN Global Compact, Kenya Association of Manufacturers (KAM), Kenya Private Sector Alliance (KEPSA), and most recently, COP alliance.</p>
2-29	<b>Approach to stakeholder engagement</b>	See page 38 of this report.
2-30	<b>Collective bargaining agreements</b>	See Annual Intergrated Report page 102.
<b>Material Topics</b>		
3-1	<b>Process to determine material topics</b>	See page 36 of this report.
3-2	<b>List of material topics</b>	See page 36 of this report.





## ACKNOWLEDGEMENT

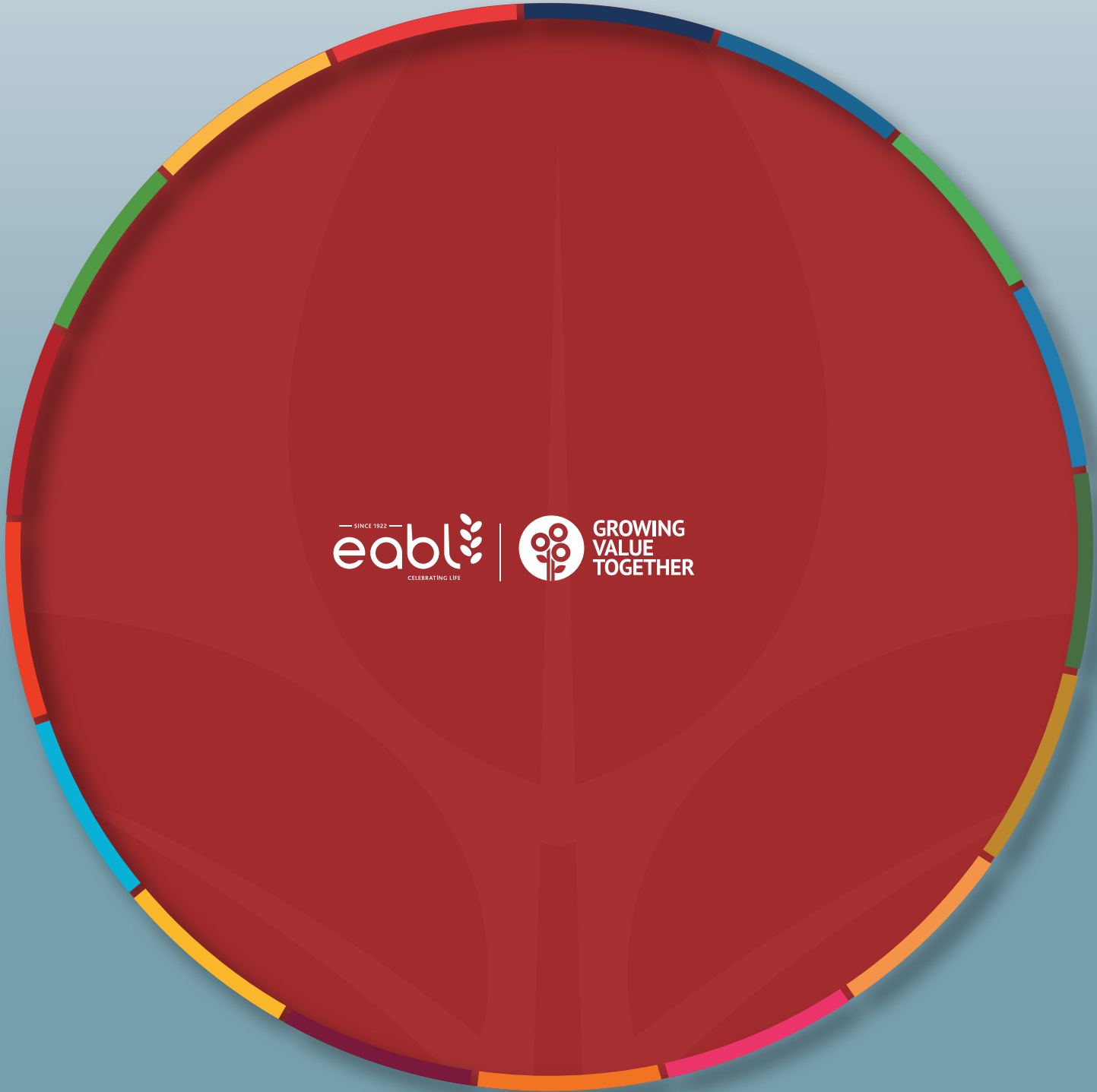
- Dr. Yvonne Maingey-Muriuki (LLB, MA, PhD Climate Change and Adaptation) – CaelKlima/ EABL Consultant as the lead author/researcher.
- EABL Corporate Relations department.
- EABL Marketing, Supply, Commercial, Human Resources, Finance, Business Integrity and Legal departments.
- Oxygène Marketing Communications.











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