

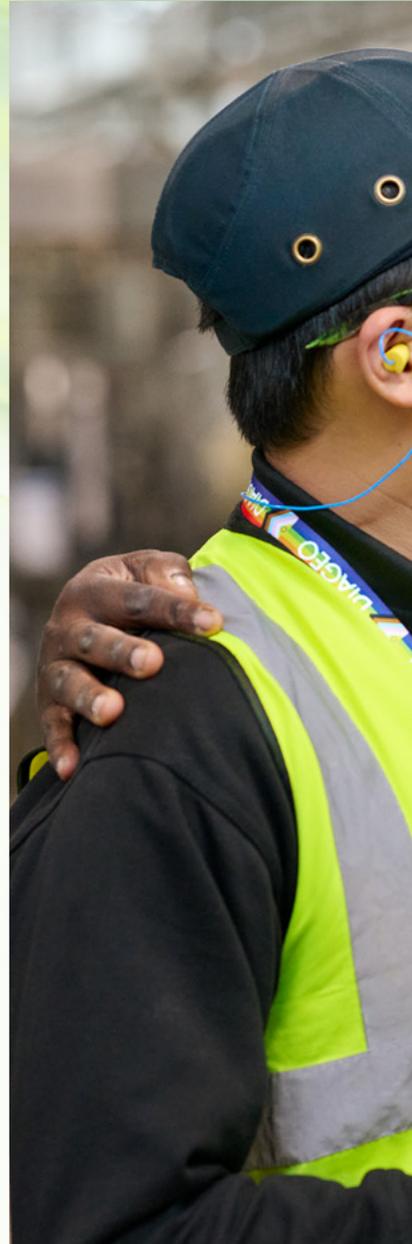
DIAGEO

# *Modern Slavery Act*

STATEMENT

For the financial year  
ended 30 June 2025

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This statement describes the activities being undertaken by Diageo plc and its subsidiaries worldwide, including all subsidiaries incorporated in the United Kingdom, Australia, and Canada, (the Diageo Group) to prevent slavery and human trafficking in our business operations and supply chain.

This statement has been published and submitted on behalf of the Diageo Group by its parent company Diageo plc (Diageo, we, us or our). This statement has been prepared in compliance with global modern slavery-related legislation, including the UK Modern Slavery Act 2015, the California Transparency in Supply Chains Act 2010, the Australian Modern Slavery Act 2018 and the Fighting Against Forced Labour and Child Labour in Supply Chains Act of Canada 2024 (the Canadian Modern Slavery Act).

Diageo has a common coordinated approach to human rights risk identification, risk assessments and due diligence taken to address human rights, including modern slavery risks.

# Introduction

*Diageo has a zero-tolerance approach to modern slavery.*

## What is Modern Slavery?

Modern slavery is a crime and a violation of fundamental human rights. Modern slavery takes various forms, including slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another to exploit them for personal or commercial gain.

We know that modern slavery is a global issue and is linked in part to the rapid rise in global migration. It exists in every region in the world and in most types of economy, whether industrialised, developing, or transitional. No sector or industry can be considered immune or be complacent.

Diageo does not permit or tolerate forced labour or modern slavery and expects our suppliers to strictly prohibit its use. This statement describes what we are doing to prevent modern slavery in our business operations and our supply chain.



## Diageo's Structure and Operations

Diageo is a publicly listed (LSE and NYSE) multinational alcoholic beverage company, incorporated in the United Kingdom with its corporate headquarters located at 16 Great Marlborough Street, London W1F 7HS. Further details of Diageo's business organisations, global operations centres and worldwide subsidiaries can be found in its [latest Annual Report](#).



You can find out more about where we operate [here](#).

Diageo has determined that its subsidiary Diageo Australia Limited (DAL) meets the reporting requirements set out in section 5 of the Australian Modern Slavery Act 2018 and its subsidiary Diageo Canada Inc. (DCI) meets the reporting requirements set out in the Canadian Modern Slavery Act. Therefore, this statement also contains additional detail on DAL and DCI's operations, supply chain, human rights risk assessment and mitigating actions.

*Diageo is a publicly listed (LSE and NYSE) multinational alcoholic beverage company.*

## Our Supply Network

Around 20,000 direct suppliers from more than 100 countries provide us with the raw materials, expertise and other resources that help us make great brands and products. All the products we produce rely on high-quality agricultural raw materials and the people who grow them. A few key raw materials go into many of our well-known brands - from barley in Johnnie Walker and wheat in Smirnoff, to molasses in Captain Morgan and cream in Baileys.

These agricultural raw materials are drawn from farms all over the world, ranging from large, highly mechanised farms over thousands of hectares in Europe and the United States, to family-owned smallholdings in Africa which may be less than two hectares in size.

We recognise that different farm types and locations, involving a wide variety of types of employee (permanent, temporary, contract and seasonal), pose different risks in terms of modern slavery. We adapt our approach to assess standards and manage issues as necessary, working with major international suppliers and, in some cases, directly with smallholder farmers.



Our Ambition

Diageo is a global leader in alcoholic beverages with an outstanding collection of over 200 brands across spirits and beer sold in nearly 180 countries, including Johnnie Walker, Crown Royal, J&B and Buchanan’s whiskies, Smirnoff and Ketel One vodkas, Captain Morgan, Baileys, Don Julio, Tanqueray and Guinness.

It is our ambition to be one of the best performing, most trusted and respected consumer products companies in the world. We know that we will only achieve this ambition if we conduct business sustainably and responsibly.

Diageo produces its brands from more than 100 manufacturing sites globally, and in fiscal year 25 we directly employed over 29,000 people around the world. Our partners employ many more individuals, supporting our global manufacturing, distribution, sales, and marketing operations. We have interdependent relationships throughout our supply chain, from the farmers who grow our ingredients, to our employees and contractors, and the consumers who buy our brands. Throughout our extended value chain, from grain to glass, we are connected to many communities. We want to make sure that throughout that chain - wherever we live, work, source and sell - we are making a positive contribution.

**29,000**  
EMPLOYED  
GLOBALLY



Spirit of Progress

Spirit of Progress, our environmental, social and governance (ESG) action plan, is an enabler of our growth ambition and a commercial imperative for our business, underpinned by our commitment to doing business the right way.

It seeks to address the most significant environmental and social opportunities and risks Diageo faces. It has three priorities to **promote positive drinking, champion inclusion and diversity** and **pioneer grain-to-glass sustainability**. **Doing business, the right way** underpins everything we do. Spirit of Progress inspires pride in our employees, differentiates us from our partners, customers, and stakeholders, and enables our business to succeed in the long-term.



For additional information on Spirit of Progress, [please see our website](#)

We have set ourselves

25 goals which are aligned to the United Nations’ Sustainable Development Goals.



## Governance

We are committed to act in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and aim to embed respect for human rights into everyone’s working day, in every country throughout our business and value chain. Our policies set out responsibilities to protect the human rights of everyone working in our direct operations, our value chain, and communities.

Diageo plc’s Board of Directors is responsible for setting Diageo’s purpose, values, and strategy, and for ensuring that our culture is aligned with these.

Our Code of Business Conduct (our Code) and Global Human Rights Policy play an integral part of ensuring that Diageo’s culture is aligned with our purpose and values. Our Code has been approved by Diageo plc’s Board of Directors and our Global Human Rights Policy has been approved by Diageo plc’s Chief Executive Officer. Our human rights strategy is reviewed on a periodic basis by the Audit Committee of Diageo plc’s Board of Directors and by Diageo plc’s Executive’s Audit and Risk Committee (ARC). Responsibility for delivery is shared between the members of Diageo’s Executive Committee that are responsible for establishing our approach to the human rights of our employees, suppliers and communities. Our Executives, senior business leaders and functional specialists lead the agenda via our Human Rights Steering Group (group and market level), and assess risks, emerging issues, compliance and remediation within our enterprise risk

management processes. We believe that day-to-day delivery of our Code and Human Rights Global Policy is everybody’s responsibility.

Within our procurement structure, a dedicated Responsible Sourcing Team is in place to lead the management and implementation of our human rights commitment beyond our own operations. The team works closely with regional Diageo Risk & Governance leads accountable for driving performance within their respective markets. This performance is reported through a tier process through procurement and into the Human Rights Steering Group.

We measure the effectiveness of our human rights governance through our internal assurance framework and third-party human rights assessments. We continue to enhance our risk mitigation plans based on lessons learned.

We support our employees to embed human rights in their work through an annual training plan, including general awareness for all employees, as well as detailed training for functions directly related to managing human rights risks. We communicate our Code and Human Rights Global Policy throughout our business and, alongside our Partnering with Suppliers Standard, to our suppliers around the world. Our suppliers and agency partners are also invited to training and engagement events such as our annual Pathway of Pride programme in Africa.

## Our Reporting Suite

Reporting transparently on ESG issues helps us to manage risks, seize opportunities and promote sustainable development everywhere we live, work, source and sell.

Within our **Annual Report** we present our most material disclosures and describe how our strategy delivers value for our business and our communities, using the International Integrated Reporting Council (IIRC) Framework as a guide.



Our **ESG Reporting Index** is where we give additional disclosures in line with the GRI Standards Index and includes our response to the Sustainability Accounting Standards Board (SASB).

**Responsibility for *day-to-day* delivery of our Code and Human Rights Policy is every employee and partner’s responsibility.**



## DAL's Structure

DAL is a wholly owned indirect subsidiary of Diageo plc, its ultimate controlling parent company.

DAL is responsible for the marketing, sales and distribution of the Diageo Group's brands and products in Australia. DAL has two subsidiaries, both based in Australia – most notably Bundaberg Distilling Company Pty Ltd (BDC) operating the Bundaberg Distillery – neither of these subsidiaries meets the definition set in section 5 of the Australian Modern Slavery Act 2018 for reporting entities.

### DAL's Operations

Diageo has two manufacturing and logistics facilities in Australia, both directly owned or controlled by DAL:

- Bundaberg Distillery is located in Bundaberg East, Queensland and produces Bundaberg Rum products. Bundaberg Distillery began its operations in 1888 and was bought by Diageo in 2000.
- Huntingwood facility is based in Western Sydney where a variety of spirits products, including full strength spirits and ready to drink products, is manufactured. This facility is also DAL's distribution centre.

DAL and BDC are responsible for all aspects of these facilities, including hiring and remuneration of staff and contractors.

DAL's head office is located in Sydney, New South Wales. It is responsible for marketing, innovation, commercial and corporate functions. DAL has small satellite office locations in Brisbane, Melbourne, Adelaide, and Perth for sales teams, and employs approximately 430 employees in Australia as of fiscal year 25.

## DCI's structure

DCI is a wholly owned indirect subsidiary of Diageo plc, its ultimate controlling parent company.

DCI is responsible for the marketing, sales and distribution of the Diageo Group's brands and products in Canada. DCI does not have any subsidiaries, though two of its affiliates (Diageo Ireland Quebec Distribution Inc. and Diageo Americas Supply Quebec Distribution Inc.) are also based in Canada but do not meet the requirements for reporting under the Canadian Modern Slavery Act.

### DCI's Operations

Diageo is a major producer of spirits in Canada, with the following three production facilities:

- Gimli, Manitoba (distilling, maturing);
- Amherstburg, Ontario (blending and bottling); and
- Valleyfield, Quebec (distilling, maturing, blending, and bottling).

These facilities produce 12 million cases of spirits across over 200 SKUs every year. Canada is the home of Diageo's Crown Royal Canadian Whisky.

DCI is responsible for all aspects of these facilities, including hiring and remuneration of staff and contractors.

DCI had its head office located in Toronto, Ontario. It is responsible for marketing, innovation, commercial and corporate functions. DCI also has a beer distribution warehouse in Mississauga, Ontario. In Canada, DCI employs approximately 775 employees.

## Our Approach

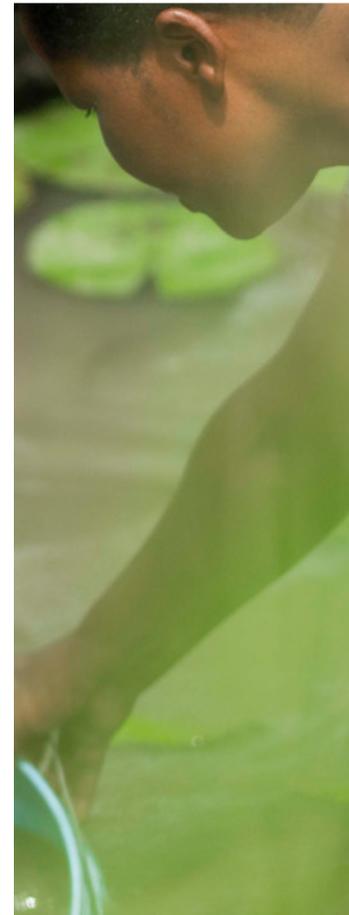
We fully endorse and support the principles enshrined in the International Bill of Human Rights and the International Labour Organisation’s (ILO) Declaration on Fundamental Principles and Rights at Work.

Diageo has an embedded policy framework that addresses human rights, and specifically the risk of modern slavery. This framework details our commitment to acting ethically and with integrity in all our business dealings, and to implementing and enforcing systems and controls to prevent modern slavery in our business and in our value chain. We are also committed to ensuring there is transparency in our approach to tackling modern slavery in our own business and throughout our value chain.

We expect these same high standards from all our contractors, suppliers, and business partners, all of whom are expected to combat the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children. We expect our suppliers in turn to cascade these principles and hold their own suppliers to the same high standards. We monitor how our suppliers

manage their supply chains through tools such as the Sedex Self-Assessment Questionnaire (SAQ), which includes a dedicated section on supply chain management practices. Additionally, we request that suppliers share their supplier code of conduct during the onboarding process through the Third-Party Risk Management (TPRM) system. For those suppliers deemed to be a high-risk, we deploy third-party audits (SMETA audit methodology) to support our suppliers progress in demonstrating compliance. See further details within the later section ‘Supplier Assessments’.

We maintain regular contact and utilise several mechanisms to engage with our trading partners and seek assurance that they are committed to adopting best practice in relation to the rights of their workforce and contractors, aligning our approach with the UN Guiding Principles Human Rights Due Diligence Model.



## Our Policies and Training

Our policy framework address human rights, and specifically the risk of modern slavery, and is supported by on-going training programmes.

### Our Policies

Our Code of Business Conduct (our Code) sets out what we stand for as a company and is intended to embody our purpose and values. It enables our employees to make the right choices and demonstrate the highest standards of integrity and ethical behaviour and to conduct business in compliance with all relevant laws, regulations, and industry requirements.



Our Code is supported by our Global Policies which provide further detail and guidance. Our Code sets out our core expectations on human rights, which are further detailed in our Human Rights Global Policy. Our Code is available in 19 languages. You can read about [our Code here](#). We review our Code periodically to ensure it remains in line with our global policies (which are reviewed annually) and our business practices. We have taken the opportunity to ensure the language is as simple as possible for our employees to understand. Our Human Rights Global Policy details



Diageo's position on our core human rights principles: Health safety and wellbeing, harassment and bullying, discrimination, child labour, forced labour, wages and working time, freedom of association, water sanitation and hygiene and land rights. [You can read about our Human Rights Global Policy here.](#)

Our **Partnering with Suppliers and Agency Partners Standard** – sets out the minimum standards we expect of our suppliers regarding human rights, compliance with laws and regulations, bribery and corruption. In respect of wider sustainability aspirations, it also sets out what we expect our suppliers to be working towards in areas such as inclusion and diversity, water stewardship and reductions in carbon emissions. Our latest refresh was benchmarked against the requirements set out within the Corporate Human Rights Benchmark, ensuring our suppliers are partnering with us against a consistently leading set of standards. You can read more about our [Partnering with Suppliers Standard here.](#)



Our **Global Brand Promoter Standard** establishes the principles and guidelines for the deployment of brand promoters. It is based on our values and our commitment to respect and protect the rights of all our employees, and those who work with us. We recognise our responsibility to protect the rights of our Brand Promoters, and we expect our third-party suppliers, business partners, as well as the outlets that we partner with, to hold themselves to the same standard. You can read more about our [Brand Promoter Standard here.](#)

We are committed to embedding a culture that encourages our people to freely raise concerns regarding potential or actual breaches of our Code, global policies, global standards, or potential breach of applicable law, without retaliation, where we listen to their concerns and then act upon potential compliance issues. Our Global Breach Management Standard provides direction on how we manage this response. [See further information here.](#)



### Who these policies apply to

Our Code and Human Rights Global Policy apply to all of our employees worldwide regardless of their role or seniority, including those employed by Diageo subsidiary companies and joint ventures where Diageo has a controlling interest.

We also expect all our suppliers to adopt clear commitments on ethical business like those in our Code, and any party operating on Diageo's behalf is expected to adopt clear commitments in line with our Code and global policies. We work with our suppliers to support them to adhere to the expectations of our Code and our Partnering with Suppliers and Agency Partners Standard, including in some cases requiring them to contractually commit to compliance. We have also included an 'end-to-end responsibility' statement in our Partnering with Suppliers Standard, setting out the expectation of our suppliers to promote the principles of the standard throughout their own supply chain, and to have the appropriate governance, due-diligence and reporting processes in place to verify and demonstrate applicable compliance standards.

<b>Introduction</b>	Human Rights Due Diligence	Training and Capacity Building on Modern Slavery	Assessment of effectiveness	Plans for the future	Timeline of activity
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## Training on these policies

Diageo understands the importance of building compliance capability across our business, and employees are required to undertake regular training.

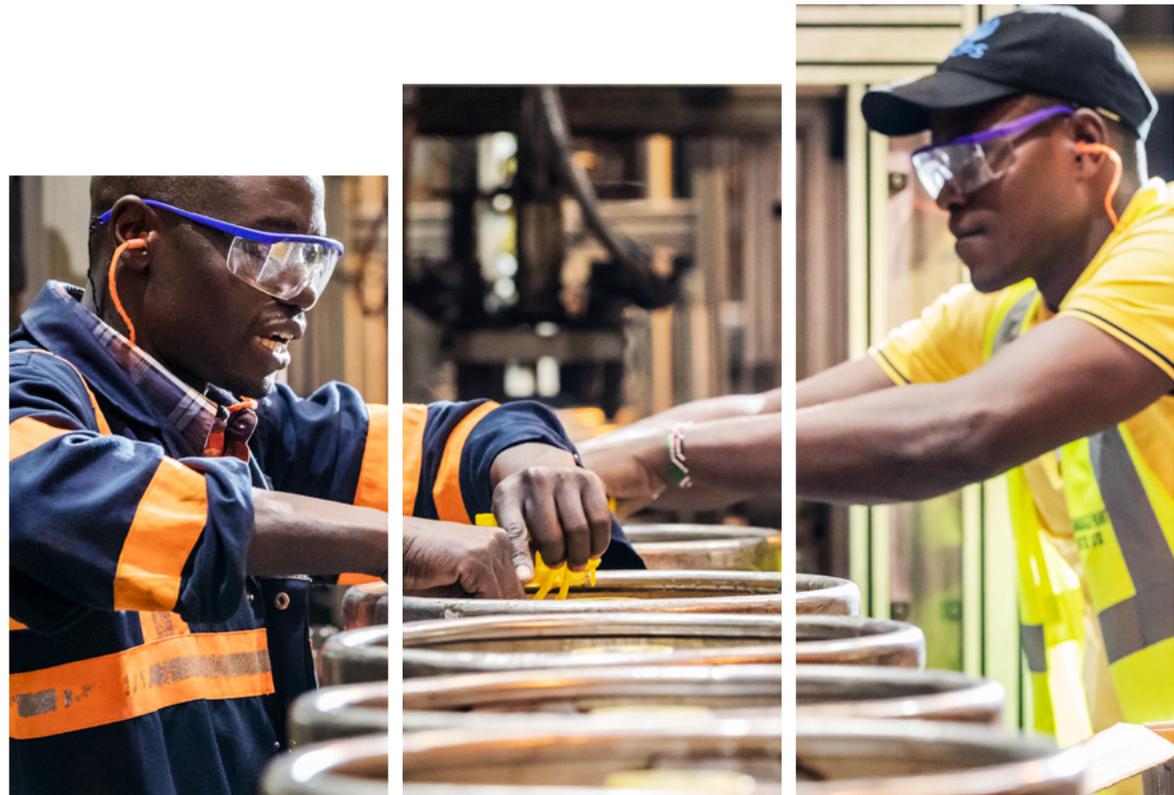
All Diageo employees are required to complete training on our Code annually, via either routine annual training or as part of new-joiner onboarding. Additionally, employees are required to certify that they have read, understood and complied with our Code and supporting global policies during the previous financial year through an annual compliance certification declaration. The training is delivered through an interactive e-learning module, with classroom sessions provided for those without regular computer access.

Our business integrity teams deliver targeted training plans locally in our markets for key global policies, as required. In fiscal year 25, employees engaged with our Code through local Business Integrity Day activations. Markets shaped integrity conversations around their local priorities, supported by global resources and guidance. This flexibility led to more relevant, resonant sessions that strengthened understanding, sparked meaningful dialogue, and reinforced the everyday role of integrity in how we work.

We regularly review our training and communications material to ensure they remain aligned to our Code and global policies.

We have also delivered training on our Human Rights Global Policy for teams directly responsible for its implementation (including our Business Integrity, Human Resources and Risk Management Committee teams) to build their capability in identifying and managing human rights risks. This helps us to be alert to these risks and enables us to act effectively when we see them.

**Each market has its own training plan for key global policies, which they deliver through locally organised, risk-based training.**



# Human Rights Due Diligence

## Due Diligence: Direct operations

### Focusing on salient human rights risks

In fiscal year 24, we refreshed our assessment of salient risks that are most relevant to our business as specified in the Declaration on Fundamental Principles and Rights at Work and the UNGPs. We looked at human rights benchmarks for our industry, priority commodities in our supply chain and the increasing interdependence between human rights and climate impacts. The assessment identified the following salient risks: health and safety, wages and benefits, working time, harassment and bullying, discrimination, freedom of association and collective bargaining, child labour, forced labour, water sanitation and hygiene and land rights. Whilst we conduct ongoing due diligence in all areas, we have prioritised health and safety, wages and benefits, working time, harassment and bullying, and discrimination based on severity, likelihood, attribution, leverage and breach data.

### Vulnerable groups

We recognise that some groups of people are more vulnerable to human rights breaches and therefore pay particular attention to these groups within our risk assessments. Determined by human rights frameworks, our value chain and human rights impact assessments, our vulnerable groups are identified as being women, ethnic minorities, persons with disabilities, the LGBTQIA+ community, indigenous peoples, migrant workers, contract and temporary workers, and children.

### Engaging our stakeholders

We recognise the importance of listening to and consulting stakeholders, especially the most vulnerable ones, on issues that affect them. We do this on an ongoing basis through different mechanisms including worker interviews, reviewing grievance data and holding community dialogues within our community investment programmes. This year we took steps to improve our processes for responding to investor and customer requests and piloted new ways to collect worker data so as to better understand suppliers' practices and identify potential issues.

### Risk assessment

We use a variety of risk assessment tools in our direct operations to identify risk. This includes self-assessment questionnaires for all direct operations, third-party human rights assessments for high-risk direct operations and deep dive assessments for groups that we consider more vulnerable to our salient risks. In fiscal year 25, all direct operations completed an annual self-assessment questionnaire, and four high-risk direct operations undertook a third-party assessment, keeping us on track to assess all high-risk direct operations by the end of fiscal year 27. We use the insights from the assessments to develop action plans to resolve material human rights concerns and strengthen our practices in this regard. Where needed, we involve external experts to ensure our plans are robust.

### i. Taking action to mitigate risk

Where we identify human rights risks, we take actions to mitigate them. Some examples of these mitigations are:

- Building the capability of our Risk Management Committees and conducting a mandatory risk deep dive to ensure we are effectively managing the risks identified.
- Our Global Brand Promoter Standard and training establishes principles and guidelines to protect brand promoters from the risk of sexual harassment. This training is now available in 17 languages globally. To date we have trained over 200 agencies and over 18,000 brand promoters.
- Our Child Labour Prevention programme provides training for smallholder farmers in Africa. This year we trained 282 farmers in Uganda, who will go on to train up to 10,000 people in their communities.
- Our collaboration with AIM-Progress has resulted in targeted training on child and forced labour in the United States. This free, open-access training is available to all our suppliers, labour and service providers.
- Our partnership with external parties assesses and addresses the health impacts of heat stress in sugarcane farming for our rum supply chain through improved access to sunshades, drinking water, personal protective equipment and adequate rest schedules.
- Our collaboration with AIM-Progress and Oxfam aims to strengthen supplier grievance mechanisms, improve access to remediation for workers and build supplier capability to support long-term improvement.

## Whistleblowing and Breaches

Our Global Breach Management Standard details our response to managing allegations of breaches and provides guidance to those involved in the process to ensure our investigations are handled fairly and effectively across all markets, and global functions.

We encourage our people to report potential or actual breaches of our Code, global policies or standards through our confidential grievance and whistleblowing service, SpeakUp. SpeakUp is managed by an external company, independent from Diageo, with trained staff available 24 hours a day, 7 days a week to accommodate calls in more than 75 languages. [SpeakUp can be accessed online](#) or by telephone and is available to all Diageo employees and business partners throughout our supply chain. SpeakUp is also publicly available to parties external to Diageo. Concerns can be raised anonymously, if preferred, by the reporter. Concerns can also be reported by our employees to their line manager, Legal, Human Resources (HR) or local Business Integrity lead. The intake of new SpeakUps is supported by a company independent of Diageo and is available to all employees and business partners, who can report matters in any language, anonymously or not. Once reported, the SpeakUp report is confidentially managed through our breach management process.

Our goal is to ‘communicate what we can, where we can, as soon as we can’ with regard to allegations of breaches which have been addressed in accordance with Diageo’s policies and closed. Where appropriate, we share anonymised insights on breaches of different areas of our Code with employees so that we can learn from them.

In fiscal year 25, no slavery, servitude, forced labour, or compulsory labour issues were raised through SpeakUp. We also did not identify any instances of loss of income of vulnerable families as a result of the steps Diageo has taken to eliminate the use of forced labour or child labour, and remediation has therefore not been necessary. Regarding broader human rights and wellbeing-related issues, such as discrimination, health safety & wellbeing, working time, and wages and benefits, 119 allegations were raised worldwide. Of these, 23 matters were substantiated, and constituted 10 discrimination issues, one health, safety, and wellbeing issues, eight wages and benefits and four working time issues. All cases were investigated, addressed, and remediated appropriately.

To assist in ensuring we have an effective grievance mechanism for both our own employees and for workers in our supply chain, we have joined the Grievance Mechanism Activation Working Group through Aim-Progress. Membership of this group helps us build and enhance our governance through improving the effectiveness of our grievance process and supporting potential victims of modern slavery, enabling them to voice concerns and access remedy.



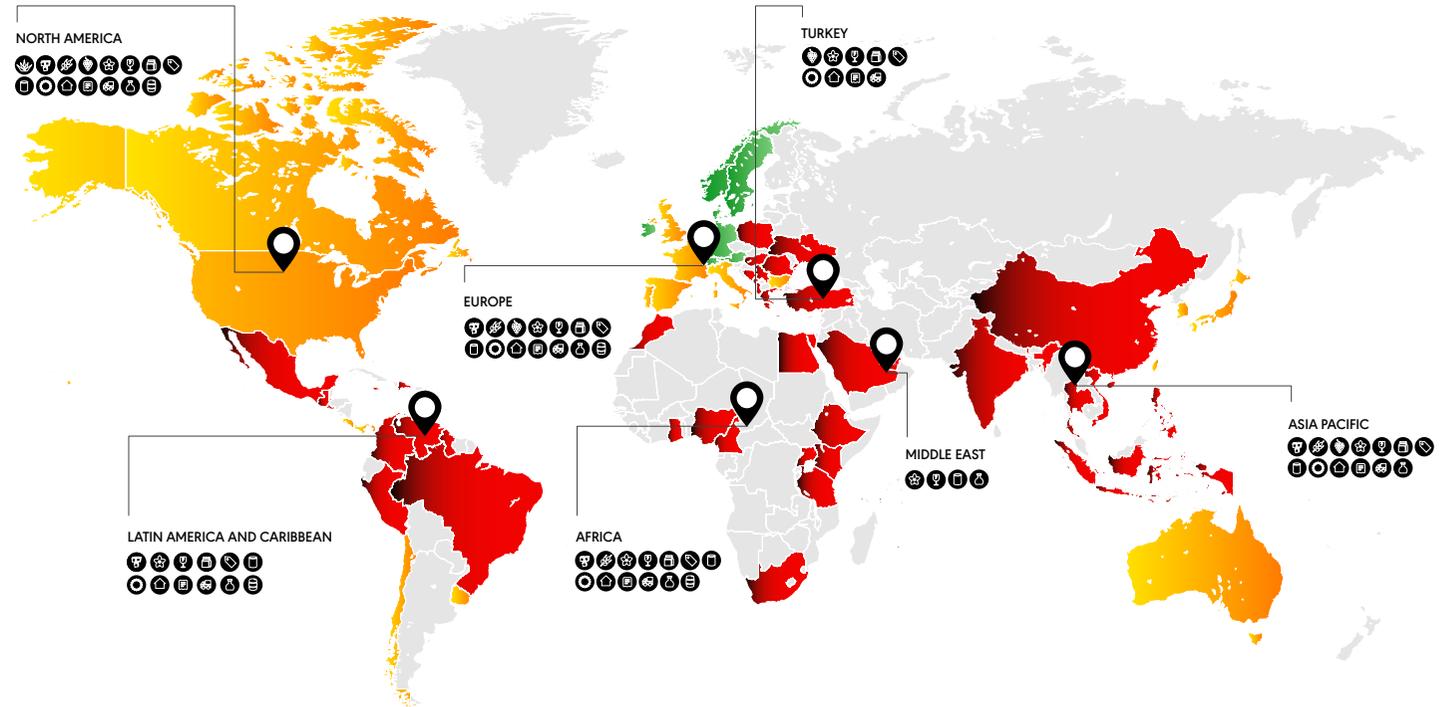
## Due Diligence: Supply Chain

### i. Risk Assessment Screening

This map shows 15 of our priority sourcing categories from a human rights perspective and where they are being sourced from globally. The colour coding of each country is derived from third-party risk data that comes through Sedex, an online platform used to manage and improve working conditions in global supply chains and help businesses source responsibly. The Sedex Radar risk assessment tool is regularly updated and informed by a number of external sources that specialise in sustainability data and enables us to prioritise further due diligence as an indicator of potential risk which looks at labour standards, health and safety, business ethics and environmental impact.

We have created overviews of identified salient human rights risks by region which includes Africa, North America, Latin America as well as Europe and Asia-Pacific. The risks identified here at country level have been determined as high priority for Diageo. This determination is based on the inherent risk level of the country from third-party data, data we have gathered from suppliers in that region and for the particular commodity based on previous risk assessments, our ability to mitigate the risk given the supply chain model and how connected we are to those stakeholders which are impacted.

## DIAGEO



### High-Priority Categories

- |                       |                     |                             |
|-----------------------|---------------------|-----------------------------|
| Agave                 | Glass               | Facilities & Real Estate    |
| Sugar & Sweeteners    | Corrugate & Cartons | Point-of-sale Merchandising |
| Cereals               | Labels & Sleeves    | Transportation              |
| Grapes                | Cans & Can ends     | MRO Chemicals & Gases       |
| Flavours & Botanicals | Closures & Crowns   | CAPEX - Barrels and Kegs    |

### Risk Level



\*Regions we don't directly source from

(\*scope of data is only applicable to high-risk categories from above a spend threshold limit)



More details of the key crops we use, and their various origins, are contained in our Sustainable Agriculture Guidelines, which can be found [here](#).

## ii. Supply Chain Mapping

We continue to work with our supply partners to trace and map the value chain beyond tier one within our priority commodity supply chains. This helps us understand where risk may occur further upstream in the value chain and how we can influence and intervene on certain human rights issues. Within our priority raw material supply chains, we are tracing crops back to farm level, in packaging we're looking at where our component materials are being extracted from and in marketing where merchandising material is being manufactured.

## iii. Workforce Profile in the Supply Chain

Our supply chain operates across multiple regions. A significant portion is located in high-risk countries (identified via third-party risk data received through the Radar tool in Sedex) such as India, Kenya, Mexico, Brazil, Turkey, Ghana. We are able to understand the profile of the workforce within our direct tier one supply chain through supplier assessments. The workforce of our high-risk suppliers (that have completed SEDEX Self-Assessment Questionnaire (SAQ) in our supply chain consists of:

Permanent Employees:	72%
Temporary employees:	15%
Subcontracted workers:	10%
Seasonal workers:	2%
Other:	1%

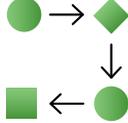
According to site profile data from all suppliers we are linked to in Sedex, our supply chain workforce profile reports as 27% female and 73% male, of which 4.6% are migrants.

Migrants and subcontracted workers may face unique challenges. Therefore, as part of our due diligence process, we conduct targeted audits and engage directly with suppliers to ensure compliance with our global standards.

## iv. Supplier Onboarding: Third-Party Risk Management

Our Third-Party Risk Management (TPRM) programme allows us to manage human rights risks when onboarding new suppliers against a set criteria mapped to our Partnering with Suppliers Standard. The Human Rights risk assessment involves screening of suppliers to provide an initial risk level. These suppliers are then required to answer questions and demonstrate evidence related to their working practices and policies focused on key risk areas like harassment, discrimination, forced labour, child labour, working hours etc. If gaps or potential risk areas are identified, then suppliers are asked to take corrective actions that are then monitored and tracked to closure.

In fiscal year 25, 3,832 suppliers (10% of Diageo's Active Supplier Base) were assessed through the TPRM programme. The results can be summarised as follows:

 **3832 suppliers risk assessed through TPRM (10% of active supplier base).**

 **1042 suppliers were identified as high risk for human rights and put through the human rights assesment.**

**926 (88%) suppliers completed the assessment.**

 **229 (25%) suppliers required remediation action to address risks.**

**211 suppliers have completed their remediation action.**

## DAL's supply chains



For this reporting period, DAL sourced direct and indirect materials and services from approximately 467 suppliers. Local Australian production relies on raw materials and packaging largely sourced from Australian based suppliers. In this reporting period, 96% of suppliers (including of raw materials, such as molasses, sugar, neutral alcohol, of packaging materials such as glass, cans, closures and paper products, and logistics services) were locally sourced. Materials sourced internationally (including flavours, bulk spirit, glass bottles and equipment) were imported from established suppliers operating in countries such as the United Kingdom, within Europe, and China.

## DCI's supply chains



For this reporting period, DCI sourced direct and indirect materials and services from approximately 638 suppliers. Local Canadian production relies on raw materials and packaging largely sourced from Canadian based suppliers. In this reporting period, 79% of suppliers (including of raw materials, such as rye and corn, packaging materials such as glass and plastic, logistics services and general contractors) were locally sourced. Materials sourced internationally (including rum) were imported from established suppliers operating in countries from within the Caribbean, China, within Europe and the United States.

We recognise, that notwithstanding robust global procurement policies, this does not automatically prevent risks to labour standards or modern slavery, irrespective of the nature and location of suppliers, and we monitor and assess suppliers against international standards and our own Partnering with Suppliers Standard.

**Where assessments identified human rights concerns or suggest our approach can be strengthened to better identify and prevent risk, we put in place robust action plans to resolve matters.**



## DAL Human Rights Risk Assessment



In 2019, a detailed Human Rights Impact Assessment (HRIA) was undertaken in DAL. The assessment focused on DAL’s own manufacturing and logistics operations, raw material suppliers (sugar cane), manufacturing suppliers (glass), and sales and marketing (own operations and sales agency).

The HRIA found that DAL’s operations are generally well-managed with good implementation of robust policies, aided by Australia’s highly regulated labour market, which minimises risks of labour rights violations. The assessment did uncover potential risks around supply chain management, supply chain visibility, and working conditions.

DAL’s operations are working to continue compliance with Australian labour laws, and continue to engage casual workers correctly, including correct identification of casual employees entitled to continual employment. Modern Slavery Act compliance clauses have been added into supplier contracts to supplement human rights clauses already referenced in the Partnering with Suppliers Standard.

DAL’s country risk data is provided through the Sedex Radar Tool and indicates Australia to be a low-risk region. This should be considered in the context of Diageo operating in nearly 180 countries and with supply chains in many countries with higher levels of modern slavery risks than Australia. However, the HRIA carried out in Australia, identified Australia’s agricultural supply chain, and manufacturing suppliers from China and Indonesia as potential risks for forced labour or modern slavery. Potential harassment of staff promoting DAL products was also identified as a potential human rights risk. These are risks common to other parts of Diageo’s business and are being addressed on a global basis as set out in this statement.

To ensure we stay alert to emerging risks, in the fiscal year 25 we completed Self-Assessment Questionnaires for DAL’s direct operations. Results of the SAQs are analysed by the Risk Management Committee and where the assessments identify any material human rights concerns or suggested our approach can be strengthened to better identify and prevent risk, we strive to put in place robust action plans to resolve matters, working with external experts when appropriate.

## DCI Human Rights Impact Assessment



In 2019 we completed a detailed HRIA in North America, including in Canada. The assessment focused on Diageo’s manufacturing operations in Ontario, Canada, interviewing staff and workers as well as key suppliers. Site visits were complemented with phone interviews.

The HRIA found that human resources is well managed, robust health and safety procedures are in place, women are well represented, and significant improvements have been made on worker-management relationships. The assessment did uncover that communication between management and workers can be challenging, training is limited to new workers and oversight of labour and working conditions of key business partners and contractors could be improved.

DCI’s country risk data is provided through the Sedex Radar Tool and indicates Canada to be a low-risk region. This should be considered in the context of Diageo operating in nearly 180 countries and with supply chains in many countries with higher levels of modern slavery risks than Canada.

To ensure we stay alert to emerging risks, in the fiscal year 25 we completed Self-Assessment Questionnaires for our direct operations in Canada. The results of the SAQs are analysed by the Risk Management Committee and where the assessments identify any material human rights concerns or suggested our approach can be strengthened to better identify and prevent risk, we strive to put in place robust action plans to resolve matters, working with external experts when appropriate.

v. Supplier Prioritisation:

Salient Human Rights Assessment

Understanding where our salient risks sit across our full value chain allows us to prioritise our actions beyond tier one and enables us to drive social impact where it is needed most. We have worked to establish best-practice processes for the identification, management, reporting and remediation of human rights issues, with focus on integrating the UNGPs in our approach.

More specifically, we have worked through 15 prioritised supply chains and across 15 human rights issue areas. These were then scored on their attribution to Diageo and our leverage to address and remediate each of the issues in each of the particular supply chains. These findings allow us to focus on particular regions where we're sourcing certain products and services from, either directly or through our supply chain partners. It allows us to focus and address particular issues and use due-diligence tools which are designed to identify specific human rights issues.

Methodology: According to the UNGPs, the saliency of a human rights issue is determined by its significance and importance to stakeholders who may be affected by company's activities. Using the below framework of defining saliency scores, we are able to identify and prioritise human rights issues based on their potential severity as well as likelihood of occurrence.

	Severity			Likelihood  (probability of occurring in the future, recognising that these are often, though not limited to, those impacts that have occurred in the past)
	Scope  (the number of individuals that are or could be affected)	Scale  (the gravity of the impact on the human right(s))	Remediability  (the ease with which those impacted could be restored to their prior enjoyment of the right(s))	
1 - Low	Limited number of rightsholders could be affected	Could have a limited detrimental impact on physical or mental health & wellbeing	The impact can be easily remediated	Unlikely - there is low/ no inherent risk and/ or controls are not in place to mitigate
2 - Medium	Moderate number of rightsholders could be affected	Could have a serious detrimental impact on physical or mental health & wellbeing	The impact can be remediated but would require significant resource or time	Likely - there is some inherent risk and/ or no or limited controls are in place to mitigate
3 - High	Large number of rightsholders could be affected (potentially in multiple tiers of the supply chain)	Could result in death	It's possible the impact cannot be remediated	Very likely - there is high inherent risk and/ or controls to mitigate are limited or not in place

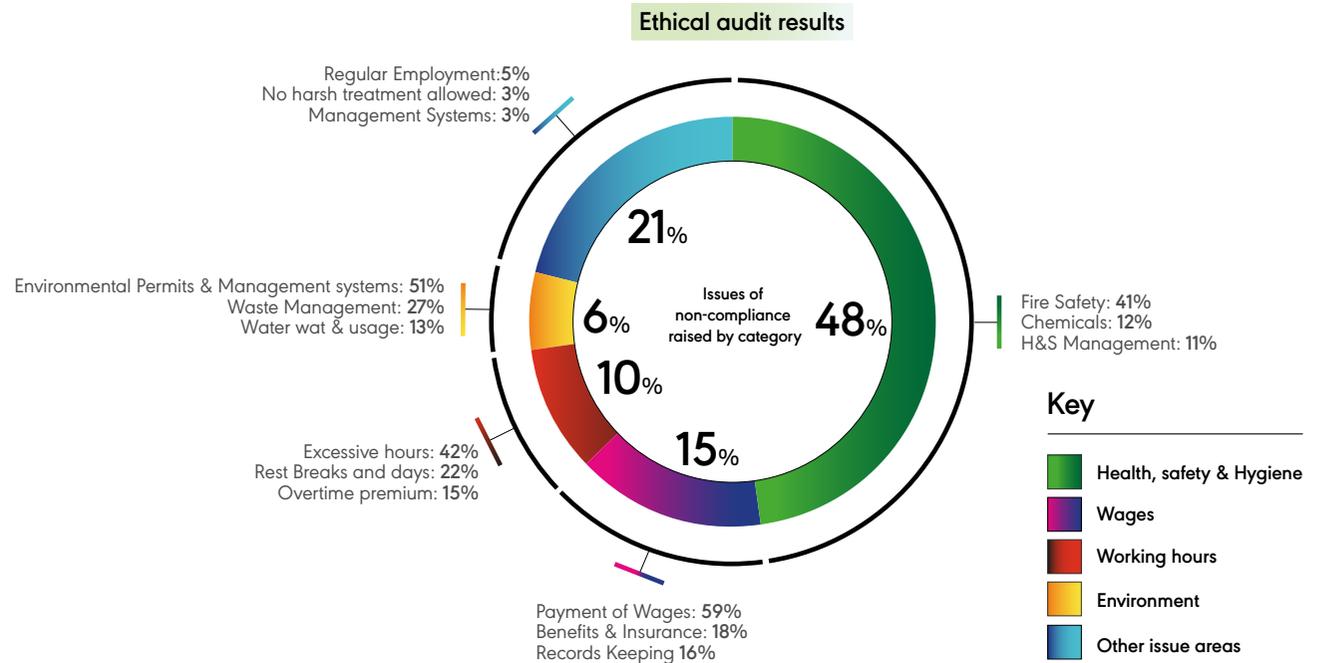
We are also factoring in our response to adverse human rights impacts when we consider our prioritisation criteria. This is determined according to **attribution** of impacts (i.e. the extent to which Diageo has 'caused', 'contributed to' or is 'directly linked to' the impact) and our **leverage** in addressing the impact.

**vi. Supplier Assessments**

We manage social and ethical risks in our supply chain through our Responsible Sourcing programme, which is embedded across our procurement function. Our programme starts with our Partnering with Suppliers and Agency Partners Standard, which sets out our commitment to acting in accordance with the UNGPs and the international standards set out by the eight core ILO conventions and recommendations.

Our programme follows a risk-based approach to assessing adherence to our Partnering with Suppliers and Agency Partners Standard. Suppliers are risk-assessed against the following three criteria: location of supplier site, category of product or service and spend. Suppliers assessed as potential risk are required to register with Sedex and complete a Self-Assessment Questionnaire (SAQ). Suppliers who are assessed as high risk are also required to undertake an independent third-party Sedex Members Ethical Trade Audit (SMETA) or an equivalent four-pillar ethical audit. This year we strengthened our approach by increasing our supplier compliance target from 65% to 85%. As of the end of fiscal year 25, 1,078 suppliers have completed the latest version of the SAQ in Sedex. This is one of several Responsible Sourcing factors internally monitored at a market and global level.

Our ethical audit programme of suppliers remains a key part of our due diligence process to identify and manage ethical risks in our supply chain, including modern slavery. Suppliers are independently audited against the SMETA Four Pillar Audit Protocol or equivalent. These audits are carried out by independent third-party audit bodies which are qualified by Sedex as Affiliate Audit Companies and member of the Association of Professional Social Compliance Auditors. During fiscal year 25, we have 336 such suppliers, around 90% were independently audited during the last three years (audits are valid for three years). Some of our supplier audits will be accessed through the mutual recognition work stream within our stakeholder



network Aim-Progress, including unannounced, semi announced and fully scheduled audits thereby reducing audit burden that allows suppliers to instead focus on continuous improvement of working conditions.

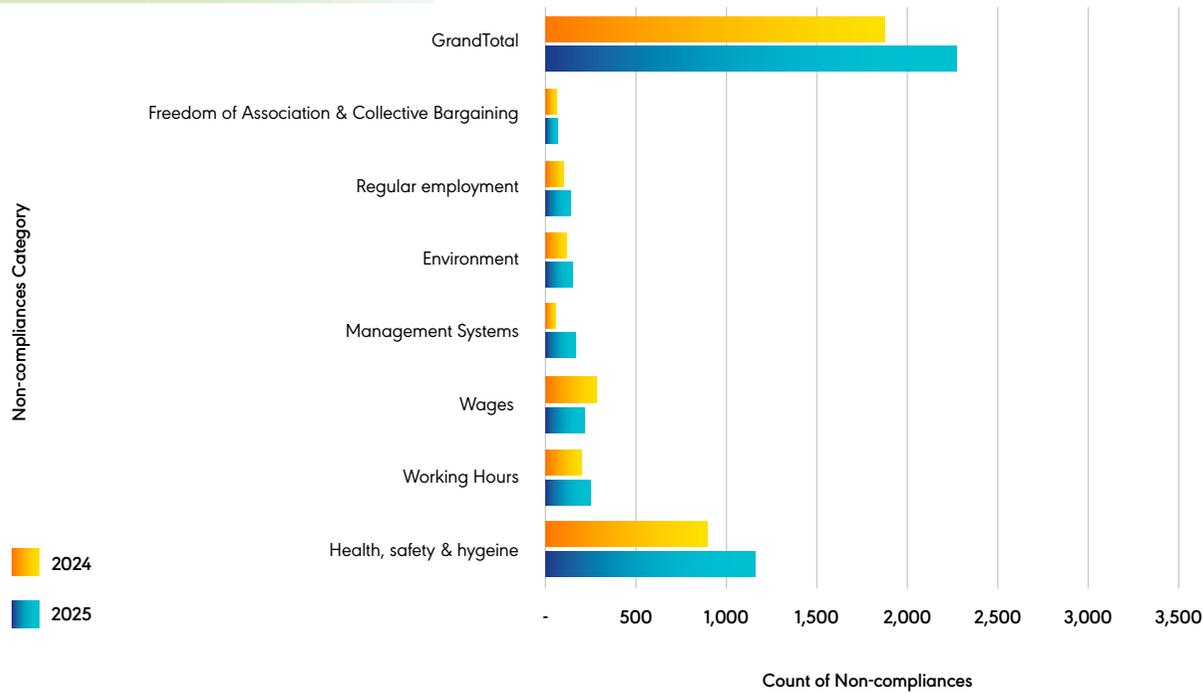
2,181 issues of non-compliance have been raised during fiscal year 25 through these audits, with 49% relating to health, safety, and hygiene issues, 11% relating to working hours, 14% to wages and benefits, 6% to environment and the remaining 20% to other categories. We work closely with our supply chain partners on the Corrective Action Plans in place and following these up to closure. We have already closed 1,319 issues of non-compliance of which 8 were business critical – during fiscal year 25. Where required, we are arranging follow-up audits to verify the issues have been closed.

In fiscal year 25, we became aware of an allegation of child labour at two suppliers which we engaged third-party human rights experts to investigate. They were not able to substantiate any cases at either site, but this prompted us to establish enhanced audit procedures for certain other suppliers in the same region. This process remains ongoing, and we will evaluate any findings and take steps as appropriate to address them going forward.



A breakdown of our non-compliance findings in our supply chain by issue category can be found in our [2025 ESG Reporting Index, within the Social section \(pg58\)](#).

## YoY Trend of Reported Non-compliances



\*Data is for non-compliances raised during fiscal year 25 (July 24 > June 25) in comparison to fiscal year 24 (July 23> June 24).

## vii. Enhanced Due-Diligence and Remediation

Our enhanced **due diligence** process follows a 4-step approach (Identify > Integrate > Track > Report) as per the UNGPs. This allows us to review priority human rights issues for suppliers within a specific category and deploy the most effective due-diligence tool which includes the entire value chain. Our enhanced due diligence approach considers five categories across supplier assessment, supplier capability building and incentives, stakeholder engagement, supply chain transparency and collaboration.

Once we understand the detail of the risks occurring, we deploy a formalised **remediation** process for breaches in our supply chains, again following a 4-step approach (Identify> Investigate > Remediate > Monitor) aligned with the Ethical Trading Initiative and the Organisation for Economic Co-operation and Development (OECD) framework. This framework allows us to determine for each human rights breach whether and the extent to which Diageo’s supply chain operations have caused, contributed, or are linked to the issue. How we provide remedy is context-dependent, but our aim is to restore individuals or groups that have been harmed by business activity to the situation they would have been in had the impact not occurred. We would consider various options of remediation including financial compensation, rehabilitation, restitution, apology, punitive sanctions and guarantees of non-repetition.

## Due-Diligence Process



## Remediation Process



We are also involved in programmes which help to build supply chain capability so that organisations and their suppliers are competent in executing robust responsible sourcing programmes and developing common evaluation methodologies. Aim-Progress has developed a regional strategy to extend the reach and scale of support and impacts for global members, including Diageo, and we are active members of both the Africa and APAC regional hubs. Through these hubs, we are working with other existing members to address the most salient human rights and responsible sourcing issues across Africa and APAC, with the intention to provide direct supplier training and capability building, as well as providing a platform to pilot new tools and methodologies that support the promotion of human rights and collective mitigation of modern slavery risks.

## Case Study: Strengthening Supplier Capability on Child and Forced Labour Risks



Through our collaboration with **AIM-Progress**, we expanded access to practical tools that help suppliers identify and address child and forced labour risks. We rolled out targeted training on child and forced labour risks in the United States. The training is free and open access for all our suppliers, labour providers and service partners. This support is helping our partners

build awareness of key risk factors and strengthen their own due-diligence practices. By making this support widely available, we are enabling our partners to better understand legal requirements, recognise early warning signs, and embed stronger protections for workers across their operations.

[See more information here](#)



# Training and Capacity Building on Modern Slavery

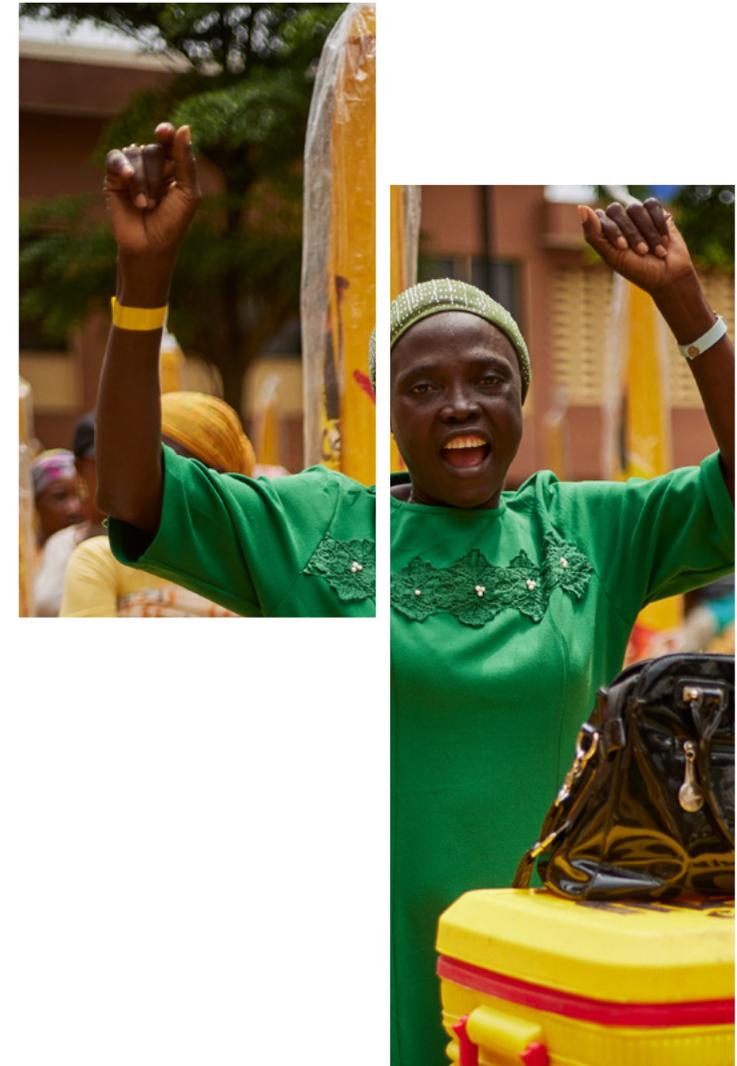
## Our Employees

Key employees in our Procurement and Sustainability teams who have direct responsibility for our Human Rights, Responsible Sourcing or Supply Governance programmes are required to be trained on modern slavery, with external input to build awareness of possible risks in key geographies and supply networks. Our training is designed both to educate employees on the principles of human rights - with a specific emphasis on modern slavery - and to empower staff to recognise the potential signs of forced labour occurring and the mechanisms they could utilise to challenge these practices and intervene. Training is rolled out to both Procurement staff and a selection of key stakeholder and influencing functions within Diageo.

We also provide training to our Procurement teams on our Responsible Sourcing programme and our Partnering with Suppliers Standard, which includes guidance on how we manage human rights and labour standard risks within our supply chain. All Category Managers (in the Procurement teams) have access to our internal Responsible Sourcing Toolkit, which provides detailed end-to-end guidance on taking suppliers through each step of the responsible sourcing journey. We also have a Responsible Sourcing Toolkit guide for suppliers hosted on the Diageo Suppliers Service Hub. Both the internal and external toolkits remain live documents which are regularly updated with the latest information relating to our responsible sourcing programme.

Our Procurement Category Managers have also been trained on the Organisation for Economic Cooperation and Development (OECD) guidelines for identifying and managing salient human rights risks in their respective supply chain categories. The training looked at what risks occur within the sourcing regions linked to their category, how to conduct further due diligence relevant to their area, remediation of any identified risks and finally how to track and communicate the impact of this activity. This has been developed into an internal E-Learning module for continued use globally.

For our supply sites specifically, we provide Security Standards and Awareness training to ensure the integrity of our supply chain and to reduce the risk of human trafficking.



## Our Supply Chain Partners

Diageo is committed to ensuring that it continually supports the capability building of our supply chain, particularly aimed at increasing awareness of modern slavery risks and their indicators. We have developed an online learning module for our suppliers with the objective of upskilling them on human rights issues that may take place within their own operations and their supply chain, so that they are sufficiently prepared to be able to identify and mitigate potential and actual human rights risks. The online module contains scenarios and proposes different methods of response to identify salient human rights risks, conducting further due diligence and options for remediation. As well as producing online learning content, we have also collaborated on several in-person training activities during fiscal year 25. In May and June 2025, as part of our wider programme to improve the economic and social resilience of our smallholder farmers, we rolled out child labour awareness training for our smallholder farmers in Uganda. The training was delivered through a Train-the-Trainer model, we trained 282 farmers, who will then go on to reach up to 10,000 smallholder farmers in their communities, based on the Child Protection Toolkit we previously developed in partnership with The Coca-Cola Company and ABInBev. We will continue to refresh this training and expand the scope of delivery to other regions in fiscal year 26.

Diageo are members of Aim-Progress, a stakeholder initiative for the fast-moving consumer goods (FMCG) sector on responsible sourcing. Through our membership of Aim-Progress, we play an active role in the regional hubs within Africa and Asia Pacific. These regional hubs provide training programmes on key issues relating to modern slavery which member companies from across the FMCG community can invite their suppliers to. During fiscal year 25 we partnered with several other FMCG companies and with our suppliers who joined a number of in-person and virtual training sessions on modern slavery. In Kenya the training covered gender and sexual harassment, grievance mechanisms, regenerative agriculture, and workforce casualisation. In the United States we co-funded training programmes, utilising a mix of live webinars and e-learning, aimed at identifying and addressing child and forced labour in U.S. manufacturing in partnership with Aim-Progress and Verité.



# Assessment of effectiveness

Diageo uses various methods of assessing the effectiveness of the actions taken to assess and address modern slavery risks. We are continually reviewing our approaches both through internal and external measures to ensure the risk of exploitation in our operations and supply chain is reduced through our practices. We regularly assess the effectiveness of our overall programme against international requirements in the UNGPs and OECD Guidelines.

Diageo takes several approaches to reviewing our risk and controls environment, which are also reported up to our Executive’s risk management bodies, such as the Audit and Risk Committee, and to the Audit Committee of the Board of Diageo plc, and include:

- Global governance of modern slavery is managed through our Human Rights Steering Group. This group reviews the effectiveness of our practices across the business including our own operations, our supply chain and how we work comply with global legislation. Our Global Procurement Function has an embedded governance process to oversee the global supply base including using risk management dashboards, reviewed monthly by our leaders across all countries and markets concerning modern slavery risks. The performance

of our procurement professionals and leaders is monitored through a balanced scorecard of key performance indicators reviewed each month, and a component directly focuses on mitigation of modern slavery risks to ensure we drive prompt action and remediation where necessary. In addition, we have invested in dedicated Global and Local Risk and Governance Procurement Management resources and Business Integrity resources that monitor our performance across all markets. Responsible Sourcing (including how we manage Modern Slavery risks) is part of our company set of business controls (as outlined in this statement).

- Our Human Rights and Responsible Sourcing Controls measure compliance and are tested as part of our Diageo annual testing cycle. This involves a process by a team outside the Global Procurement organisation to test performance in an impartial way. As part of this cycle, we have a measurement in place to ensure leaders are focused on reducing control failures and net deficiencies. Functional performance on net deficiencies is reported up to our Audit and Risk Committee and ultimately to the Audit Committee of the Board of Diageo plc.

- Diageo’s internal Audit Team periodically audits our Human Rights Programme for our own sites and our Responsible Sourcing methodology and approach. We review how our Responsible Sourcing audit programme is progressing through time. In fiscal year 25 over 77% of all instances of non-compliance raised during the year have been closed, positively impacting 66,932 workers from 244 sites. We are following up with the relevant suppliers through corrective action plans and are working together to resolve all remaining open issues.

# Plans for the Future

Our programmes provide a solid platform to continue progress in identifying and reducing the risk of modern slavery in our business and value chain. Our Human Rights and Responsible Sourcing programmes have helped us identify and focus on higher-risk areas within our operations and the full value chain, and to instigate remedial and improvement actions.

Within Responsible Sourcing we will utilise our salient risks framework to ensure we prioritise our action based on the OECD guidelines of positively impacting the most vulnerable stakeholders. We are also integrating our work on carbon, water, and nature to measure and manage the impact on people. As we roll-out more regenerative agriculture programmes in our supply chain, we will look to combine how we work with farmers on improved soil health and carbon reduction with a particular focus on modern slavery within our raw material supply chains and particularly with smallholder farmers.

The key risks we have identified will be the focus of further work, whilst also building awareness and capability within our supplier network through training and engagement programmes. Furthermore, we will continue to embed our human rights practices across our global functions, markets, and corporate risk management tools so that we can regularly assess and address human rights risks following our initial assessments, as well as monitor the effectiveness of the remedial actions taken.

We recognise there can be a heightened risk of modern slavery in some emerging markets where we make acquisitions. We will continue to apply our programmes across all markets, implementing them for acquisitions and their associated supply chains. Any newly acquired operations are incorporated into our global drive to ensure all our companies and their suppliers meet Diageo’s high standards in all areas of governance and compliance, including in the fields of human rights and modern slavery.



## Worker Voice

As part of our ongoing commitment to enhancing labour rights in our supply chain, we are integrating worker voice as a key assessment tool to gather direct insights into working conditions in areas where we currently have limited visibility. The project focuses on four priority categories – agave, grapes, transportation, and facilities management – partnering with three strategic suppliers in each category. Through surveys, interviews, and digital engagement with workers, we will gather real-time data to assess working conditions, better understand workers well-being and identify potential risks to improve our supply chain practices.

The target audience for this initiative includes both permanent and temporary workers involved in those supply chains part of the project.

## Review and approval

Senior executives, including the Boards of Directors of Diageo Australia Limited and Diageo Canada Inc., have contributed to, reviewed, and approved the content of this statement, including with respect to the requirements of section 11(4)(a) of the Canadian Modern Slavery Act. This statement, which is reviewed on an annual basis by the Board of Diageo plc, was approved for publication by the Board of Diageo plc on 2nd December 2025.

Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the reporting year listed above.



**Nik Jhangiani**  
Interim Chief Executive



# Timeline of activity

## 2016

- 1 Our first HRIA was completed in Kenya.
- 2 Our HRIA business toolkit was established. This guides our markets through a systematic review of their businesses to identify and assess potential human rights impacts, including modern slavery risks.
- 3 Key employees in our Procurement and Sustainability Teams who have direct responsibility for our Human Rights, Responsible Sourcing or Supply Governance programmes were first trained on human trafficking and modern slavery, with external input to build awareness of possible risks in key geographies and supply networks. This training was refreshed in 2019 and again in 2020.

## 2015

- 1 Diageo committed to acting in accordance with the UN Guiding Principles on Business and Human Rights and set two targets as part of our 2020 sustainability and responsibility strategy.1) Act in accordance with the UNGPs. 2) Deliver our responsible sourcing commitments with suppliers to improve labour standards and human rights in our supply chains.
- 2 We partnered with Business for Social Responsibility (BSR) to formulate and deliver our human rights strategy.
- 3 Launch of our Human Rights Impact Assessment (HRIA) programme, a systematic review of business activity and human rights due diligence approach to identify and assess potential human rights impacts, including modern slavery risks. Our assessments involve detailed examination of our value chain, from raw material sourcing to manufacturing units where we procure our glass, labels, caps, and other items, to our own production operations, and to the retailers and bars selling our products.

## 2017

- 1 HRIAs are completed in Ghana, Uganda, Mexico, Brazil, Thailand and Turkey.
- 2 We were officially accredited as a Living Wage employer in the United Kingdom, a first for a major drinks company in the UK.
- 2 We celebrated 10 years of commitment to responsible sourcing through Aim-Progress. Diageo were one of the founding members, working together with other FMCG companies to create solutions and share best practices for improving working conditions in our supply chains at scale.



# 2018

- 1 We recognise specific risks for women, as well as opportunities for their empowerment, in agriculture and smallholder farming in Africa. We conducted research with CARE International UK to better understand these issues and identify ways of working and policies that improve farm work and better protect the rights of women on these farms.
- 2 We worked with our peers under the umbrella of Aim-Progress to develop a supplier business toolkit, to share best practice and provide practical guidance on how to improve productivity, quality, and workforce management, by ensuring good working conditions and ethical standards – part of which includes sections on forced labour and child labour.
- 3 Roll out of our Child Protection Toolkit in all markets where we source from smallholder farmers to train employees who visit farms about risks to children’s safety.
- 4 HRIAs are completed in Guatemala, Colombia, Tanzania, GB, India (Part 1)

# 2020

- 1 We rolled out refreshed Code of Conduct training - Integrity at Diageo - focusing on impactful scenarios that bring to life real life integrity issues and questions employees face day-to-day, using storytelling and animated characters which highlight the role we all play to achieve our performance ambition.
- 2 HRIAs are completed in China, North America, the Middle East (phase one) and Australia, bringing our total to 17 since we began the programme in 2015.
- 3 Modern Slavery training was conducted as part of Diageo’s INC Week, increasing awareness of inclusion and diversity within the business. This was aimed to increase the wider company’s knowledge of the impacts of modern slavery and inform them of the active role they can play in helping Diageo manage these risks.

# 2019

- 1 Our Annual Certification of Compliance is extended to include certification that all employees at manager level and above fully understand what is expected of them, including in relation to human rights risk management.
- 2 We co-sponsored two Aim-Progress supplier events in Brazil and India, focusing on issues relating to forced and child labour.
- 3 We launched a Global Brand Promoter Standard which establishes principles and guidelines to protect the rights of brand promoters.
- 4 HRIAs are completed in Nigeria and South Africa.



# 2021

- 1 Our internal Global Audit and Risk team undertook a full analysis of our responsible sourcing programme at a global level, reviewing the effectiveness of the programme to manage risks of modern slavery. The audit produced some recommendations for progression.
- 2 HRIsAs are completed in the Middle East (second phase), PEBAC (Peru/Ecuador/Bolivia/Argentina/Chile), and North Asia (South Korea/Japan), and India (part 2). Our Partnering with Suppliers standard was refreshed to include our Society 2030: Spirit of Progress sustainability commitments as well as bringing 'Doing business the right way' to the forefront and including our grievance mechanism 'SpeakUp' contact information.

# 2022

In 2022, As part of our ongoing commitment to the UNGPs, we updated our human rights governance framework.

- 1 We continued to educate all employees on human rights with a short film that brings to life our human rights commitments through the voices of affected stakeholders. This can be watched on our internal learning management system.
- 2 We launched our Brand Promoter Standard training website to increase accessibility and our ability to track training completion against harassment in the hospitality sector.

# 2023

To enhance our human rights governance in line with current best practice we:

- 1 Benchmarked ourselves against leading human rights frameworks, laws, and indices.
  - 2 Conducted a review of our existing due diligence processes.
  - 3 Reviewed 22 priority jurisdictions for legal, reputational, and operational risk.
  - 4 Completed self-assessment questionnaires for all direct operations.
  - 5 Reviewed 15 priority supply chains beyond Tier 1.
  - 6 Conducted training for our teams to build our capability and more effectively manage the risk.
- Through this analysis we were able to refresh our salient human rights risks, high risk markets, high risk commodities, vulnerable groups and create corrective action plans by risk area and setting to enhance our approach.
- 7 We've prioritised how we drive social impact in our supply chains against refreshed salient risks, with a tailored due-diligence programme for each supply chain and enhanced remediation protocol.

# 2024

- 1 Our refreshed human rights strategy was launched.
- 2 All direct operations completed Self-Assessment Questionnaires on an annual basis.
- 3 We commenced our third-party assessment programme for high-risk direct operations.
- 4 We conducted a contracted labour governance review recognising they are a more vulnerable group of workers.
- 5 We embedded human rights risk in our enterprise risk management processes at market level to stay alert to these risks and act effectively when we see them.
- 6 We trained over 300 Risk Management Committee members to build our capability and more effectively manage the risk.

# 2025

- 1 All direct operations completed Self-Assessment Questionnaires.
- 2 We undertook third-party assessments for high-risk direct operations in Kenya, Uganda, Tanzania and South Africa.

## Reporting Concerns

If anyone has concerns about modern slavery or broader human rights issues relating to Diageo’s operations or supply chain, our Speak Up service allows them to confidentially raise concerns. Whilst we do encourage all those reporting concerns to identify themselves, in order to increase the likelihood of being able to adequately establish the facts of the report, we do also allow anonymous reporting for those preferring to do so.



Visit [www.diageospeakup.com](http://www.diageospeakup.com) for more information or contact Diageo’s Business Integrity team at [business.integrity@diageo.com](mailto:business.integrity@diageo.com)

