



PRESERVE WATER FOR LIFE

Our Water *Stewardship Strategy*

DIAGEO

A scenic view of a river with a dam and a rocky foreground in a winter setting. The background shows a snow-covered hillside with bare trees. The dam is a concrete structure with a railing. The foreground is filled with large, dark rocks. The water is flowing over the dam and through the rocks.

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Preserve *Water for Life*

This document describes our commitment and approach to preserving water for life, and details how we plan to achieve our ambitions and monitor our progress.

Context

Water is our most important ingredient. It is also a precious shared resource which is under pressure in many parts of the world. Managing our impact on water, and being good stewards of this essential resource, is a business and sustainability priority.

We also recognise the role that climate change has in disrupting the water cycle and we consider water stewardship as being integral to managing climate risk. We aim to create a water resilient value chain and work towards a net positive water impact in our water-stressed supply chains and beyond.

Our strategy to Preserve Water for Life is one of three core pillars of commitment upholding Diageo's strategic aim of 'Pioneering Grain to Glass Sustainability'. Grain to Glass Sustainability is a key priority of 'Society 2030: Spirit of Progress' - our 10-year action plan for building a more inclusive and sustainable world, which sits at the very heart of our business strategy and performance ambition. For more information on our

Society 2030 priorities and commitments, and how they fit with and support our broader business agenda, please [visit our webpage](#).

Diageo has adopted the Alliance for Water Stewardship's definition of Water Stewardship. "The use of water that is socially and culturally equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that includes both site and catchment-based actions."

We have a strong track record in water stewardship and have been working to preserve water resources for many years.

To date, our water stewardship programme has more than halved the normalised water consumption at our operations¹, and in water-stressed areas we aim to replenish more water than we use in direct operations.

Our Direction Of Travel

Our Water Blueprint, first published in 2011, and subsequently updated, outlined how we planned to protect and manage our water resources globally, particularly as we expanded into new markets. Since then we have made significant improvements in the water efficiency of our operations and increased our understanding of water management and security in our supply chain.

We have also replenished water in vulnerable catchment areas through, for example, reforestation, wetland restoration, pond desilting, water capture, and water sanitation and hygiene (WASH) programmes.

Building on the progress made, and lessons learned so far, this strategy outlines how we will continue to prioritise water stewardship across our value chain, especially in the water-stressed communities and supply chains in which we operate.





Our *Commitment*

Our strategy is based on best practice water stewardship across three dimensions: water accessibility, availability and quality. It has water security and the health of local watersheds at its centre. It is a 'grain to glass' approach which supports farmers, improves water use in our operations, replenishes water in water-stressed catchments, provides access to clean water, sanitation and hygiene for local communities and strongly engages in and advocates for more collective action in response to the global water crisis.

We also recognise that good water stewardship is an integral part of our climate, nature and sustainable agriculture strategies due to the critical inter-relationship between water, climate, biodiversity and agriculture.

Partnership, collective action, and collaboration underpin our strategy and are key aspects of our commitment to contribute to achieving UN Sustainable Development Goal (SDG) 6: Clean Water and Sanitation for All.

We are committed to meeting all regulatory requirements pertaining to water use and management within all markets that we operate. We regard this as a minimum level of performance, which we strive to go beyond. Our expectations for all sites are set out in our internal Water Management Standard² and expectations for our suppliers are defined in our 'Partnering with Suppliers' Standard.

Diageo is a long-standing member of the UN Global Compact and endorses the UNGC CEO Water Mandate, a global commitment platform for corporate water stewardship.

We are also founding members of the Water Resilience Coalition, created in 2020 to elevate global water-stress to the top of the corporate agenda. As members of the coalition, Diageo supports the following WRC pledge which aims to achieve the below by 2050, through both individual and collective actions:

- **Net positive water impact:** Achieve a measurable and net positive impact in water-stressed basins on availability, quality and accessibility through industry-leading water operations and basin initiatives
- **Water-resilient value chain:** Develop, implement, and enable strategies to support leading impact-based water resilience practices across the global value chain
- **Global leadership:** Raise the global ambition of water resilience through public and corporate outreach.

Diageo is also an active member of the Alliance for Water Stewardship (AWS) the WASH4Work initiative and is a signatory to the UNFCCC's Race to Resilience initiative.

These global memberships and alliances, which are supplemented with many local partnerships, affirm and inform our commitment to sustainable water management practices in our operations and supply chain.



Our 2030 Targets

As part of our Society 2030: Spirit of Progress plan, our water targets are:

- Reduce water use in our operations, with a 40% improvement in water use efficiency in water-stressed areas and 30% improvement across the company.
- Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all of our water-stressed markets.
- Replenish more water than we use for our operations for all our sites in water-stressed areas by 2026.
- Engage in collective action in all of our Priority Water Basins to improve water accessibility, availability and quality and contribute to a net positive water impact.

Water in *Our Supply Chains*

Pioneer sustainable water management in our supply chain

Water stewardship in our supply chain is fundamental to our strategy given the overall impact of water use by suppliers – particularly by farmers, with agriculture typically contributing 80-90% to our brands' water footprints³ – as well as by our third-party packaging and manufacturing sites.

We will work with key suppliers⁴ to encourage water stewardship through improved efficiency and better management, and we will work towards building resilience in our agricultural raw material supply chains, a significant majority of which are rain-fed, and therefore susceptible to changing climates and weather patterns.

To understand the direct and indirect impacts of climate change and water-stress on our business and supply chain, we undertake assessments of physical and transition climate risks in the areas where we operate and use climate scenarios to help us develop detailed mitigation and adaptation plans.

We also conduct regular water-stress assessments of our operational footprint to identify water-stressed areas where we operate, and their associated supply chains, where materials are sourced local to our operations.

These assessments help us prioritise water basins that are business critical and will focus our work to increase the climate and water resilience of our supply chain.

Our strategic actions for water in our supply chains include:

Support raw material suppliers in meeting Diageo water stewardship expectations

Our 'Partnering with Suppliers' Standard requires that our suppliers understand their water usage in the context of local availability and quality and manage it appropriately to support sustainable water stewardship. Suppliers identified as having high water risk will be required to adopt best practice stewardship – reporting water use, risks and management, and improving performance and reducing impact across their value chains.

Our Sustainable Agriculture Guidelines provide support to these requirements including guidance regarding water stewardship. We will continue to enhance these guidelines in line with best industry practice, including as outlined by the Alliance for Water Stewardship standard.

Support smallholder farmers within water stressed areas to build improved economic and environmental resilience

We have committed to supporting 150,000 smallholder farmers in water-stressed areas with agricultural skills and resources, building economic and environmental resilience.

This includes equipping smallholder farmers in our supply chain with skills and knowledge to protect water resources in our most water-stressed locations. Where appropriate, we also source local agricultural raw materials well adapted to their local conditions, such as sorghum and cassava which are more drought tolerant.

Support suppliers of irrigated agricultural crops in achieving best possible water efficiency.

Although a significant majority of our suppliers practice rainfed agriculture, we encourage suppliers of irrigated agricultural commodities to report regularly on their water use, water management measures, and progress against targets by means of the CDP Supply Chain Water Programme.

Our ambition is that 50% of all irrigated argic commodities purchased by us, from water stressed areas, have best in class water efficiency.



Water in *Our Operations*

Deliver best-in-class water stewardship in our sites & operations

Water is essential for our products; over 90% of beer and 60% of spirits we produce is water. We also use water in the production process to clean, cool, lubricate, convey heat, pasteurise, germinate, and steep grain. It is our ambition to deliver pioneering water stewardship throughout these processes, and across our sites.

We will continue to prioritise water-use efficiency across all our sites and aim to improve efficiency across the business, by 30%, by 2030. Continued day-to-day water improvements at our facilities will be achieved by implementing our stringent Internal Water Management Standards.

We aim to assess our operations every two years to identify areas of water-stress across our portfolio of sites. We do this by using the WRI Aqueduct tool, site surveys, and local third-party expertise. This helps us to prioritise our water-related action where it is most needed. Our most recent assessment identified that approximately one third of our sites are located in water-stressed areas. Every year, we publish the most up to date map of water-stressed locations in our annual report⁵.

We also prioritise certain water basins for specific, focused intervention. We do this by identifying business critical sites which are located in high-water-stress areas.

Improve water use efficiency

To achieve greater water efficiency, we will continue to prioritise water use by means of operational efficiency projects, behavioural change programmes, and investment in water recycling and re-use technology. Our focus will be on sites located in water-stressed areas, where we aim to reduce water consumption by 40% from our 2020 baseline. To help achieve this, all our sites in water-stressed areas will need to reuse or recycle water. Across the business as a whole, we aim to improve efficiency by 30%, by 2030.

Discharge wastewater safely and in compliance with all regulatory and Diageo water quality requirements.

Our internal Water Management Standard sets stringent criteria for water use and wastewater discharge in order to meet or exceed regulatory requirements, including returning wastewater in a state that does not harm the receiving water body or ecosystem and, where there is opportunity, maximises circularity solutions. We use water quality indicators to manage performance and to drive

further innovation and improvements in our effluent management. As water management relates to local catchments and ecosystems, we adopt a holistic, context-based water stewardship approach to managing wastewater, based on robust scientific assessment. This includes commissioning Environmental Impact Assessments at priority sites to inform specific, local watershed solutions.

Certify all Diageo sites in priority water basins to the Alliance for Water Stewardship Standard

Implementing this standard to certification level means that sites in priority water basins are independently verified as acting in accordance with global best practice water stewardship.

Conduct source vulnerability assessments and develop climate mitigation plans

We will undertake source vulnerability assessments in our water-stressed operations to improve understanding of catchment level water risk, develop mitigation plans for water security, and target investment where required.

We will assist all our sites in water-stressed areas in developing a climate mitigation and adaptation plan, which will include water resilience measures.

Undertake life cycle water footprints for our top brands

We carry out detailed, data-driven assessments of our impact on water throughout our operations and supply chain, considering the water embedded in our products, through to water used to grow our raw materials. These assessments provide an analysis of both the carbon and water impact for brands and drive interventions to improve water performance.

Facilitate innovation and new technology

Innovation and new technology will be necessary to meet our water efficiency targets. We will do this through our own R&D as well as through collaboration with other innovators via our [Diageo Sustainable Solutions](#) programme.



Through the Diageo Sustainable Solutions programme, we invite innovators to collaborate on sustainable technology and practices.

Water will be an integral part of the challenges that the Sustainable solution programme tackles on our 2030 journey.



Water in *Our Communities*

Achieve an overall positive impact on catchment water resources

We have a long tradition of investing in local communities. For the last two decades, we have worked with local NGOs to improve access to clean water, sanitation and hygiene (WASH) and, since 2015, have implemented a comprehensive water replenishment programme where our sites are located in water-stressed areas.

It is an important contributor, together with our collective action commitment, to our ambition to contribute to an overall net positive impact on catchment water resources, particularly in priority water basins.

We have extended our replenishment programme and aim to replenish, in local catchments, all our consumptive water used at sites located in water-stressed areas. This requires working closely with expert local partners and NGOs to ensure our projects deliver measurable improvements and solutions to local water issues, and that they engage and empower local communities, particularly women.

Our strategic actions for water in our communities include:

Replenish more water than we use for our operations for all of our sites in water-stressed areas

Our replenishment programme is based on the World Resources Institute's Volumetric Water Benefit Accounting method⁶ and includes projects such as reforestation, wetland restoration, desilting ponds, rainwater harvesting, aquifer recharge, and water sanitation and hygiene (WASH) programmes. Replenishment targets are; calculated based on all consumptive water used per site; tracked and reported by site; and consolidated into a market target. All projects are implemented in the relevant water stressed catchment.

Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all of our water-stressed markets

In areas where we source agricultural raw materials and in areas where our sites are located, we will continue to work to reduce water-stress and water poverty, including contributing towards local infrastructure improvements.

This work is underpinned by our support for the human right to water and sanitation, as stated in United Nation's Sustainable Development Goal SDG 6: 'Clean Water and Sanitation for All'

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

We are committed to active collaboration in our priority water basins. This commitment is demonstrated by joining existing, and helping establish new, basin-wide, multi-stakeholder collaborations. This collective action aims to address the broader systemic water risks in these areas that, combined with our replenishment programme, contribute to achieving a net positive water impact.

We are signatories to the WASH4Work "WASH at the Workplace" pledge and implement its commitments in our own operations, ensuring appropriate access to safe water, sanitation and hygiene for all our employees, and encourage suppliers to do the same.

We foster community ownership of the projects that we support, in order to facilitate broad and lasting impact. Exploring innovative models and incorporating cost recovery and capacity-building elements into these projects, can help sustain their long-term operation. An added benefit is to encourage broader socio-economic development and social inclusion.

Water *Advocacy*

Advocate as global water pioneers to lead the business community

We are dedicated to addressing the global water crisis and accelerating the progress needed to achieve UN SDG 6: 'Clean Water and Sanitation for All'. Strong advocacy is needed to drive increased recognition and action on the water crisis, in local, national, and international forums.

We are committed to working with businesses, governments, NGOs, civil society and other stakeholders to support and advocate for a global call to action to address global water challenges and to promote meaningful co-ordination of policy, priorities, and interventions.

We will continue to invest in industry and multi-stakeholder initiatives, actively participate and constructively influence the development of best practice in water stewardship, and campaign for more organisations to take tangible action on the global water crisis. We are long-standing members of the UNGC CEO Water Mandate, Alliance for Water Stewardship, Beverage Environment Industry Roundtable, and Water Resilience Coalition.

We are also proud of our long term strategic partnership with WaterAid, supporting our strong advocacy programme and implementation of WASH in water stressed countries.

We also participate in the UNFCCC's Race to Resilience initiative, which aims to build the resilience of 4 billion people from vulnerable groups and communities to climate risks. We will continue to seek out new opportunities, locally and globally, to use our leadership and experience on water stewardship to create positive change.

As part of this advocacy:

Delivery of targeted water campaigns with our employees, customers and supply chain partners

We will mobilise positive action at a local level to address the water crisis, using World Water Day and other key dates as a focus for activity.

Collaborating to embed water issues into public policy planning

Where we operate in water-stressed areas, we will actively support the development of water-related public policy and encourage capacity building to improve water governance and management of watersheds by regulators.

Sharing Diageo experience with a wide range of stakeholders

By sharing from our experience, we hope to inform public policy and influence future programmes, including the adoption of global corporate water stewardship standards based on recognised industry-leading bodies such as Alliance for Water Stewardship.

WASH 4 WORK

Diageo are a member of WASH4WORK:

An initiative to mobilise business to improve access to water, sanitation and hygiene (WASH) in the workplace, communities where workers live, and across supply chains. The initiative, a response to the UN deputy Secretary-General's 'Call to Action on Sanitation', will

enable partners to align, coordinate and expand existing efforts in this area, while serving as a means for greater private sector engagement in efforts to achieve the new Sustainable Development Goals. Collaboration via WASH4WORK will help to improve health outcomes, stimulate economies, contribute to business growth, and help people realize their human rights to water and sanitation.



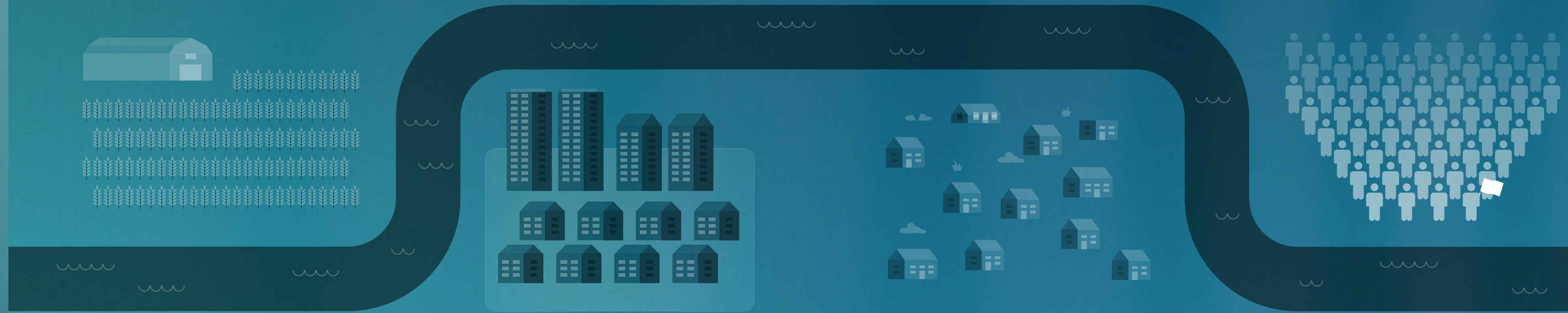
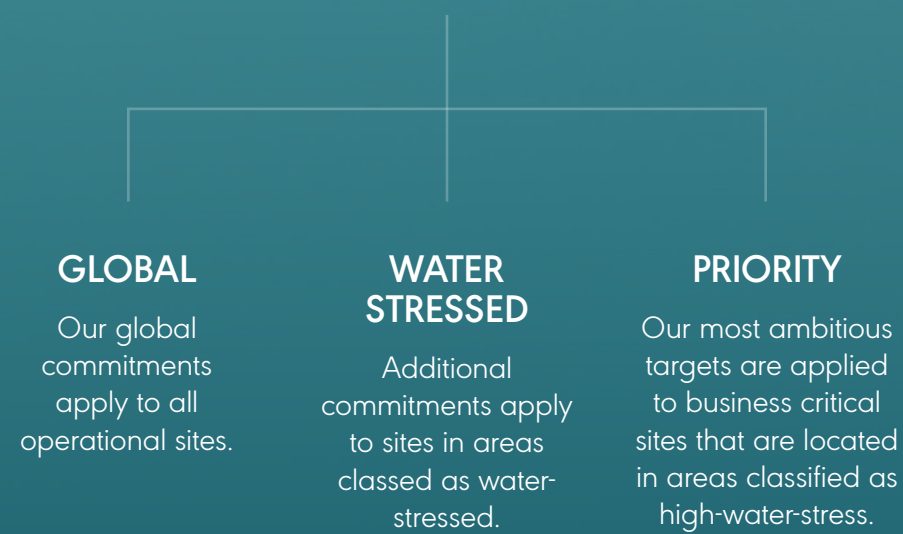
Our Preserve Water for Life Strategic Approach & 2030 Targets

Our strategy builds on the holistic, context-based approach of the past decade - recognising the multiple inter-dependencies and inter-linkages between our use of water and the impact on communities, supply chains and the environment. It's a 'grain to glass' approach which support farmers (especially smallholders), improves water use in operations, replenishes water in water stressed catchments, provides clean water to our communities, and strongly advocates for more collective action for a better water world for everyone.

Our strategic approach is built across four pillars:

-  **Water In Our Supply Chain**
Pioneer sustainable water management in our supply chain
-  **Water in Our Operations**
Deliver best-in-class water stewardship in our sites & operations
-  **Water in our Communities**
Achieve an overall positive impact on catchment water resources
-  **Water Advocacy**
Advocate as global water pioneers to lead the business community

Our approach focuses on where water action is needed most. We undertake regular assessments to understand which of our sites are located in water-stressed areas and prioritise our water commitments accordingly.



Water in Our Supply Chain

- All raw material suppliers achieve Diageo water management standards.
- 150,000 smallholder farmers in water stressed areas, supported with agricultural skills and resources, building economic and environmental resilience.
- 50% of all irrigated argic commodities in water stressed areas have best in class water efficiency.



Water in Our Operations

- Reduce water use in our operations, with a 40% improvement in water use efficiency in water-stressed areas and 30% improvement across the company.
- All sites return discharged water safely and meet Diageo Water Management Standard.
- All our sites in our Priority Water Basins are certified to the Alliance for Water Stewardship Standard.



Water in Our Communities

- Replenish more water than we use for our operations for all our sites in water-stressed areas by 2026.
- Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all of our water-stressed markets.
- Engage in collective action in all of our Priority Water Basins to improve water accessibility, availability and quality and contribute to a net positive water impact.



Water Advocacy

- All our water stressed markets have water issues embedded in public policy planning.
- Deliver targeted water campaigns with our employees, customers and supply chain.
- Actively participate in global and local multi-stakeholder water stewardship initiatives, campaigning for tangible action on the global water crisis.

Measuring *Our Performance*

Diageo is committed to doing business the right way from grain to glass. Integral to this is reporting transparently on environmental, social and governance (ESG) issues, as this plays a vital role in delivering our strategy.

Diageo is fully committed to measuring and publicly reporting water-related performance and water risks in our own operations and in our supply chain.

Data-led insight drives performance. Our 2020 sustainability performance data, as reported in our Annual Report 2020 and 2020 Sustainability & Responsibility Performance Addendum provides a robust baseline from which we will measure performance against the commitments made in this strategy.

We disclose the following key performance indicators as part of our annual performance reporting:

Total quantity of water withdrawals: water obtained from ground water, surface water, mains supply and water delivered to the site by tanker, less any clean water provided back to local communities directly from a site.

Water discharge: water discharged to ground, surface or sea, in all areas, and specifically in areas with water-stress.

Water consumption: total water consumed in all areas and specifically in areas with water-stress.

Water efficiency: the ratio of the amount of water required to produce one litre of packaged product, and the % improvement in the litres of water used per litre of packaged product against our 2020 baseline

Water Replenishment: Cumulative % of water replenished in water-stressed areas

Supplier engagement: % of key suppliers who report/share their water data with us via the CDP Water Security disclosure.

Water Security: percentage of collective action initiatives in our priority water basins

WASH: Number of people reached through community water, sanitation and hygiene (WASH) programmes

We track progress against these targets internally each month, and have strategic reviews twice a year, which are used to inform our planning. We actively track the water footprint of our key suppliers through our membership of the CDP Water Security programme, which reports by calendar year.

We are also committed to providing independent assurance on key metrics and continuously improving our understanding and management of our total impact on water.

We continuously review and enhance our efforts to measure the multi-dimensional impact of our community investment programmes.

Strong governance structures and clear lines of accountability ensure the commitments in this strategy are met. Diageo's Executive Committee, chaired by our Chief Executive, is accountable for the overall strategy and allocates responsibility for implementation to different parts of the business, including the Grain to Glass Strategic Business Review which is chaired by the President of Global Supply and Procurement and Chief Sustainability Officer (also a member of the Executive Committee) and the Climate Risk Steering Group.

Day-to-day accountability for managing key water-related risks to the business sits with the general managers for each market and the President of Global Supply and Procurement and Corporate Relations Director.

We include a detailed update on our Preserve Water for Life strategy as an integral part of Diageo's annual reporting, including performance against water targets and key drivers and case studies. We also submit non-financial information to a range of indices throughout the year.

GLOSSARY

Alliance for Water Stewardship: The Alliance for Water Stewardship (AWS) is a global membership collaboration comprising businesses, NGOs and the public sector. Members contribute to the sustainability of local water-resources through their adoption and promotion of a universal framework for the sustainable use of water – the International Water Stewardship Standard, or AWS Standard.

CDP: Global non-profit organisation that supports companies in disclosing their environmental impact in a standardised and comparable way. Each year, CDP takes the information supplied by companies and cities and scores them based on their journey through disclosure and towards environmental leadership. Progress and action on climate change, forests and water security is measured and scored and this information is used by investors, corporations, and regulators to inform decision-making in addressing and limiting their risk to climate change, deforestation and water security.

CDP Supply Chain Programme: The CDP Supply Chain programme consists of three reporting areas; Climate Change, Water Security and Forests; and assists companies in engaging with suppliers to identify related impacts, risks and opportunities in their supply chain.

Consumptive Water: Water extracted for use by an organisation or facility.

Net Positive Water Impact: Contributing more to watershed health in terms of the availability, quality and accessibility of freshwater, than the negative impacts resulting from abstraction, use, or discharge.

Priority water basin: Basins/ watersheds in water-stressed areas where sites of high-water-stress and strategic importance to Diageo are located.

Replenish water: To put back/restore into the same watershed equivalent volume of water extracted. Water replenishment methods include reforestation, wetland restoration, pond desilting, water capture, and water sanitation and hygiene (WASH) programmes.

Source Vulnerability Assessment: An analysis of the water situation in a region and providing an indication of the potential vulnerabilities for a production site's water supply.

Sustainable Development Goal (SDG) 6: Sustainable Development Goal 6: Water and Sanitation for All. SDG 6 seeks to ensure safe drinking water and sanitation for all, focusing on the sustainable management of water resources, wastewater and ecosystems, and acknowledging the importance of an enabling environment.

UN Global Compact CEO Water Mandate: The Mandate is a commitment platform for business leaders and learners to advance water stewardship. Endorsing companies commit to action and annual reporting on the following six key elements (1) Direct Operations; (2) Supply chain and Watershed Management; (3) Collective Action; (4) Public Policy; (5) Community Engagement; and (6) Transparency

WASH4Work: initiative to mobilise business to improve access to water, sanitation and hygiene (WASH) in the workplace, communities where workers live, and across supply chains.

Water Resilience Coalition: an industry-driven, CEO-led coalition of the UN Global Compact CEO Water Mandate that aims to elevate global water-stress to the top of the corporate agenda and preserve the world's freshwater resources through collective action in water-stressed basins and through the setting of ambitious, quantifiable commitments.

Water-Resilient Value Chain: Water systems in a company's value chain that can withstand water-related shocks such as flood, drought, or changes in quality and availability, without losing the ability to support key functions.

Watershed: area of land that drains all the streams and rainfall to a common outlet. Also known as a drainage basin or catchment.

Water-Stressed Area: Areas identified as high-water risk in terms of the WRI Aqueduct Water Risk Tool and local analysis (site surveys and local expertise). The World Resources Institute (WRI) describes high-water-stress as a ratio of withdrawals to renewable supply that exceeds 40%.

WRI: World Resources Institute: A global research organisation which focuses on the global challenges of food, forests, water, energy, climate, the ocean and cities.

WRI Aqueduct Water Risk Tool: A data platform managed by the WRI containing information on water-related risks at every land-based location across the globe.

SUPPORTING DOCUMENTS

To help us achieve our strategic goals to Preserve Water for Life, guidelines, standards, and implementation toolkits are being developed to help everyone across our entire business and supply chain understand what their role is, and how to take action.

Water stewardship guidelines will be developed to communicate specific requirements and expectations to our external stakeholders and suppliers.

Our internal standards set out requirements and expectations to deliver our 2030 water targets. They provide direction on mandatory aspects that meet corporate deliverables and external reporting frameworks.

Our ESG Reporting Index contains additional information which is not included in the Annual Report. It is structured as three frameworks: the GRI Index follows the GRI Sustainability Reporting Standards framework, while the UNGC index follows the UNGC advanced reporting criteria and serves as our annual Communication on Progress.

PAGE NOTES

¹ Based on water-stress assessment undertaken in 2020. Areas identified as being water-stressed in terms of the WRI Aqueduct Water Risk Tool and local analysis.

² Currently being refreshed for internal use, this is an integrated standard, based on the Alliance for Water Stewardship, designed to drive performance improvement.

³ This includes green water, which is water stored in soil, and available for use by plants, and is differentiated from blue water which is what is found in lakes and streams or groundwater aquifers.

⁴ Key suppliers are business critical suppliers of our most important raw materials

⁵ Assessment undertaken in Financial Year 2021

⁶ World Resources Institute (2019) Volumetric Water Benefit Accounting (VWBA): A method for Implementing and Valuing Water Stewardship Activities, working paper.



Alliance for Water Stewardship



CDP



Corporate Human Rights Benchmark



Dow Jones Sustainability Index



Gartner Supply Chain Top 25



FTSE4Good



UN Global Compact

HOW WE REPORT TO OUR STAKEHOLDERS OUR REPORTING SUITE

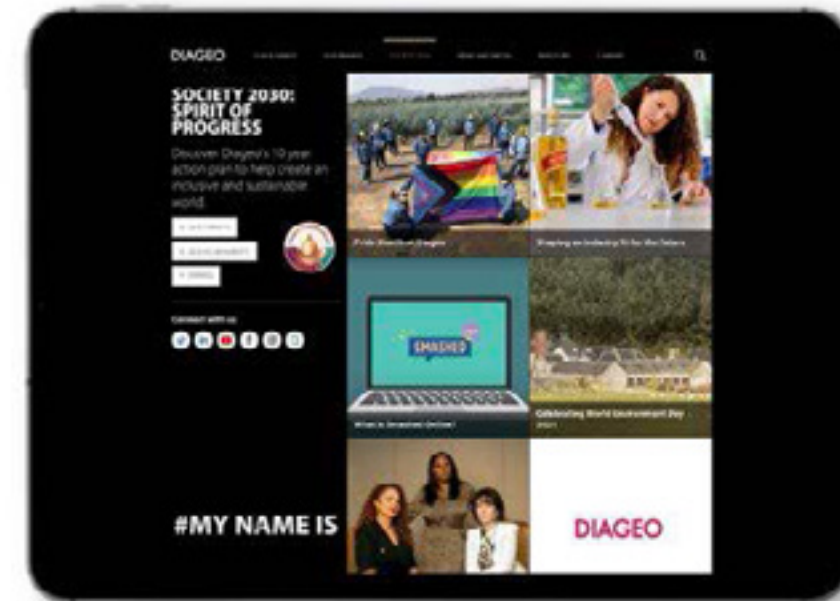
Annual Report

Where we present our most material disclosures and describe how our strategy delivers value for our business and other stakeholders.



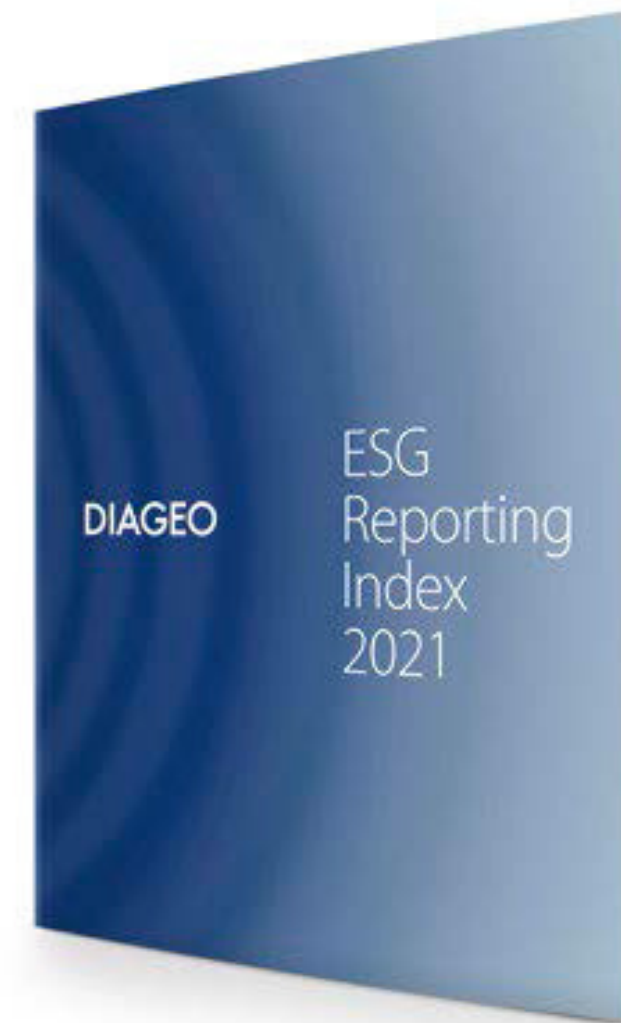
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Where, through the 'Society 2030: Spirit of Progress' section, we give further details of our approach and performance, including examples of our strategy in action.



ESG Reporting Index

Where we give additional disclosures in line with the GRI Standards index and the UNGC advanced reporting criteria index, plus our response to the Sustainability Accounting Standards Board (SASB). This document also includes detailed non-financial reporting boundaries and methodologies.



DOCUMENT DETAILS

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