

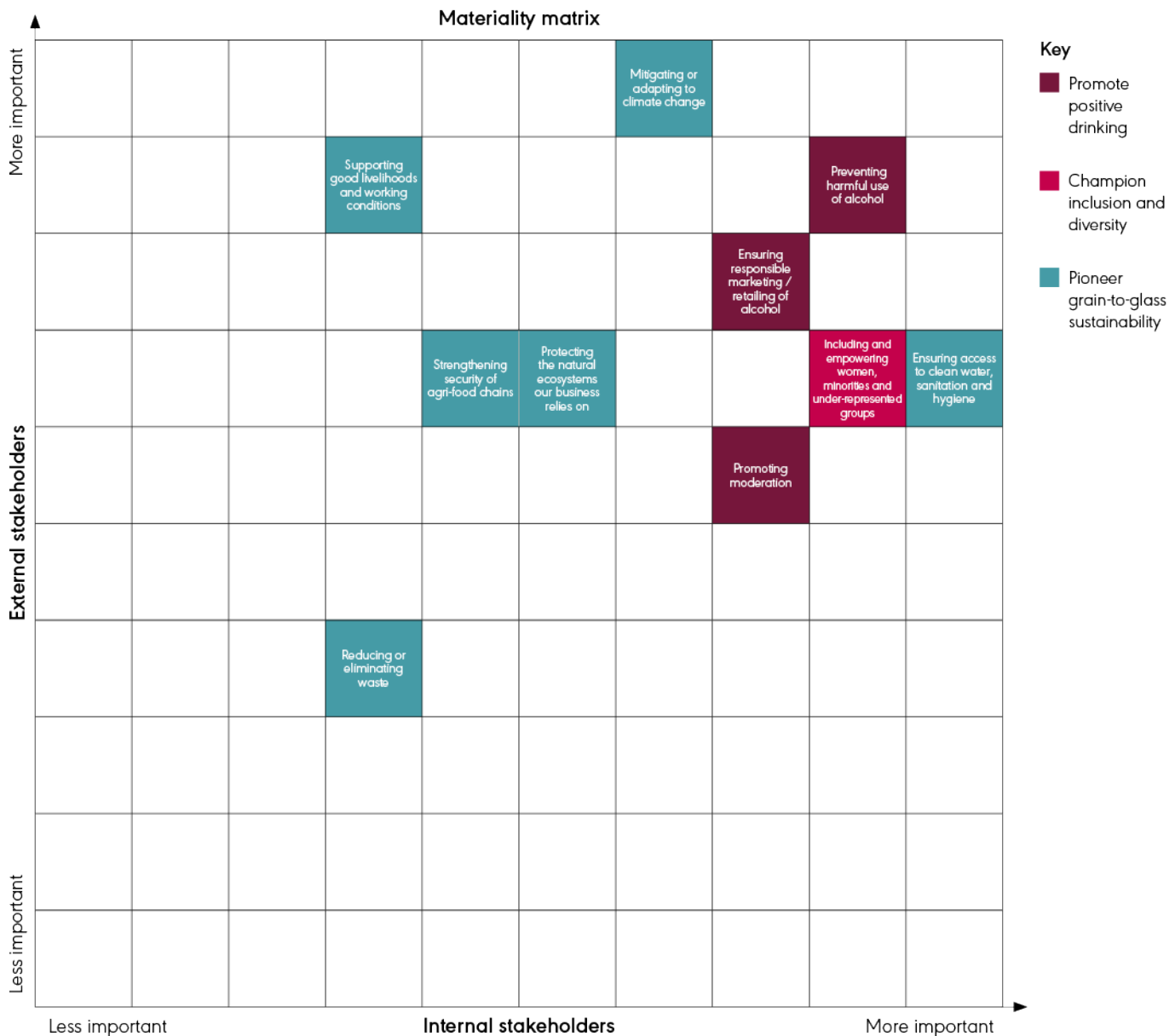
ESG materiality

What matters most - to our stakeholders and to our business.

In 2020 we launched our 'Spirit of Progress' plan to support sustainable growth over the critical decade until 2030. A rigorous ESG issues assessment delivered in fiscal 20 informed our plan. This assessment looked at the external trends shaping our operating environment and how we can most effectively align our work with the UN Sustainable Development Goals (UN SDGs). We interviewed many internal and external stakeholders and explored the findings in workshops with experts from our business functions in Bangalore, London, Nairobi, New York and Singapore. We also held a full-day workshop with our Executive Committee and had multiple interactions reviewing the strategy with our Board.

We review materiality on an annual basis, considering stakeholder comments - including those arising from our internal subject-matter experts - Corporate Relations activity, financial analysis and external developments.

We believe all the topics presented in our materiality assessment below are important to our business. This matrix illustrates the view of both internal and external stakeholders about which topics are most critical, with the rankings informing our 'Spirit of Progress' plan.



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