



RC 771

**GUINNESS**  
NIGERIA

# POSITIVE IMPACT: FROM GRAIN TO GLASS

— Sustainability Report 2021 —

# Contents

## **02 INTRODUCTION**

- 03 A Message from Our CEO
- 07 About this Report
- 08 FY21 Performance Summary

## **10 ABOUT GUINNESS NIGERIA**

- 11 Our Business
- 12 Our Family of Brands
- 12 Memberships and Awards
- 14 Our Principles and Values

## **16 OUR SUSTAINABILITY COMMITMENT**

- 17 Stakeholder Engagement and Materiality
- 18 Materiality

## **20 SOCIAL**

- 21 Employees
- 24 Consumers
- 24 Suppliers
- 24 Communities

## **29 ENVIRONMENTAL**

- 30 Energy and Emissions
- 31 Water Management
- 31 Waste

## **33 ECONOMY**

- 34 Economic Impact

## **35 GOVERNANCE**

- 36 Board Composition and Structure
- 38 Ethics and Compliance

## **40 APPENDIX**

- 40 GRI Content Index
- 50 List of Tables
- 51 List of Figures
- 52 Index of Defined Terms





SMIRNOFF X1 INTENSE CHOCOLATE

**NEW  
LABEL**



**SAME SPIRIT  
SAME PRICE**

FROM THE MAKERS OF  
THE WORLD'S N°1 VODKA

*Smirnoff*



# Introduction





## A MESSAGE FROM OUR CEO

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Our sustainability approach focuses on areas where we have the greatest opportunity for influence and impact to create lasting value for our consumers, customers, stakeholders, and society at large.

I am thrilled to introduce the FY21 edition of the Guinness Nigeria Plc (Guinness Nigeria) Sustainability Report. This report is coming at a time when the country (and indeed the world) is experiencing a steady but measured return to normalcy following the invention and approval of vaccines to combat the deadly Corona Virus which brought the world to its knees. The Nigerian economy seems to be defying all projections with a record expansion in GDP since 2014 and mostly relying on the non-oil sector. Guinness Nigeria has also continued to show exceptional resilience and growth despite the difficult health and economic terrain. Our employees are super-engaged and continue to deliver value to the business while also supporting one another through this difficult period.

As the Government continues in its efforts to break the chain of local transmission of COVID 19 and limit the spread of the virus through public education, enlightenment and provision of vaccination, Guinness Nigeria is also stepping up its support through continuous education and provision of easy access to vaccination for its employees and their family members.

Our sustainability approach focuses on areas where we have the greatest opportunity for influence and impact to create lasting value for our consumers, customers, stakeholders, and society at large. We implement our initiatives by collaborating throughout our value chain and across government, business and civil society, to address systemic challenges. We also seek to engage our employees and customers across all our brands in our effort to collectively build a more sustainable world.

In the year ended 30 June 2021, we implemented a variety of programmes towards advancing our sustainable development strategy in Nigeria.

## We implement our initiatives by collaborating throughout our value chain and across government, business and civil society, to address systemic challenges.

### **Leadership in Alcohol in Society**

We recognise that the misuse of alcohol can impact negatively on individuals, communities, and society. We, therefore, run several campaigns under the Leadership in Alcohol in Society pillar geared towards celebrating moderation and addressing alcohol-related harm through training, partnership and collaboration with key stakeholders. In doing so, we provide consumers with the information and tools they need to make informed choices about drinking or abstaining.

### **SMASHED**

SMASHED is our theatre-in-education programme targeted at tackling underage drinking amongst youth using drama and other interactive educational tools. The initiative is aimed at instructing students that no amount of underage drinking is safe by providing facts, causes, and consequences of underage drinking. Smashed launched in the UK over a decade ago and has now been delivered in several countries around the world. At Guinness Nigeria, we piloted the programme in 2018 and have since reached over 60,000 students across the country. In the year under review, we reached 10,684 students in 51 government public and private schools within Delta and Cross River states. The SMASHED programme has been adopted by the Beer Sectoral Group of MAN (Manufacturers Association of Nigeria) as one of its major advocacy channels for tackling alcohol misuse and is formally endorsed by the Federal Ministry of Health.

DRINKiQ is Diageo's global resource

created to help people make responsible choices about drinking – or not drinking, the programme is delivered through training, providing information and practical advice online. The platform is designed to educate people on the risks of alcohol-related harm and is part of our wider 2030 targets on positive drinking which includes reaching one billion people with a dedicated message of moderation from our brands. To help drive this target, Guinness Nigeria developed an online campaign leveraging various social media platforms to propagate the message of moderation and responsible drinking with over 2.3 million impressions and over 7000 actual site visits on Twitter, Facebook and Instagram.

### **Driver's License Partnership with Federal Road Safety Corp**

In line with our commitment to continuously drive responsible consumption of alcohol and to discourage drinking and driving, we completed engagements and signed off a Memorandum of Understanding with Federal Road Safety Corp on the Driver's License Partnership (DVLP). This is a critical strategic initiative designed to reach the most relevant people with our message discouraging the consumption of alcohol while driving. This partnership aims to have new license applicants across the 36 states take the Diageo DRINKiQ test as part of the process of obtaining or renewing their licenses.

### **Building Thriving Communities**

Our Breweries are located at the heart of the communities where we live, work and sell, we are therefore driven by a strong commitment to creating value for

all our stakeholders, partners, consumers and the network of people who contribute to our business success in those communities. Our programmes under this pillar are designed to focus on Water Stewardship, Scholarships, Capability building and empowerment for young women in under-represented areas and provision of quality eye healthcare to Nigerians through our Guinness Eye Centres.

### **Plan W**

Plan W is one of our skills programmes targeted at increasing employability and improving livelihoods by providing business and hospitality skills to women in under-represented communities where we operate. This is in line with Diageo's Society 2030 Goal pillar 'Champion Inclusion and Diversity' and Must Do 5 of our Performance ambition.

Guinness Nigeria in collaboration with Good Business Foundation has delivered this capability-building training which covers general business skills, business modelling and simple business arithmetic to over 200 women as well as empowered them with trade assets and seed capital to start their small-scale product distribution businesses.

The programme was piloted in 2019 with 120 women benefiting from the scheme while the second phase was rolled out in Kaduna State with 90 women from 3 Local Government Areas as beneficiaries. Undergraduate Scholarship Scheme The undergraduate scholarship scheme is one of the three Skills Development initiatives Guinness Nigeria leverages to support Nigerian youths. For over a decade, Guinness Nigeria's Undergraduate scholarship scheme has provided a platform for our business to support youth development across the country. We recently awarded scholarships to 21 new students who were successful in the screening process and have become beneficiaries of the scheme. The scholarship covers the





tuition and accommodation fees of the beneficiaries. Under this scheme, each beneficiary gets the sum of One Hundred Thousand Naira Only (N100,000) for each year of undergraduate study.

#### **Partnership with Sight Savers Foundation on Eye Health**

As part of our commitment to ensure excellent eye care services to the communities where we operate, we partnered with Sight Savers Foundation to provide eye care services including cataract surgeries to farming communities in Kogi State. The programme was designed to provide a well-coordinated system of eye health interventions, comprehensive and accessible to marginalised people and inclusive for persons with disabilities. A total of 143 cataract surgeries and 64 other surgeries were performed within the year.

#### **Reducing our Environmental Impact**

At Guinness Nigeria, we are committed to reducing our environmental impact across our operations. We understand that measuring and managing our environmental effect is not only important for the planet and the communities in which we work, but it is also essential for the financial sustainability of our supply chain and our business. Our targets under this pillar address issues such as carbon emission, wastewater, deforestation, and packaging. As a drinks company, we know that water is and will always be a material resource, and therefore its careful management is a critical aspect of our environment strategy.

#### **Water Stewardship**

Water practice in an environmentally sustainable way is an important part of protecting the planet and has become even more imperative in a pandemic era where handwashing and general water hygiene could make a huge difference in public health and safety. At Guinness Nigeria, our Water of Life (WoL)

programme is our Flagship initiative aimed at providing access to safe drinking water and socio-economic development to communities in water-stressed areas across the country. We believe that water is a basic human right and our commitment remains unwavering in ensuring that people in underserved communities continue to have access to clean water. In partnership with WaterAid Nigeria, we delivered a total volume of 44,601m<sup>3</sup> of water to 3 communities in Nasarawa and Bauchi states, the solar-powered water systems serve over 7000 beneficiaries and are designed to be self-sustaining through the local water committees made of men and women within the neighbourhoods.

#### **Reforestation of degraded forest reserves**

We partnered with the Federal Ministry of Environment to plant 100,000 trees in 6 states in Nigeria (Adamawa, Edo, Nasarawa, Kano, Kaduna, Kebbi) and the Federal Capital Territory – Abuja over five years. This project would translate to the reforestation of 160 hectares of degraded forest reserves through the planting of assorted indigenous and exotic trees. As of April 2021, a total of 20,240 trees have been planted. Before the commencement of this project, statistics provided by the Ministry showed that Nigeria had 910,770 sq. km of land area that had continued to suffer deforestation at a rate of 3.5% annually.

#### **Partnership with Food & Beverage Recycling Alliance**

The Food & Beverage Recycling Alliance is a team of 17 member organizations set up to tackle the issue of post-consumer waste in Nigeria. FBRA's core focus is accelerating the recycling and re-using of waste materials (Plastics, cans, cartons) that would have ended up in landfills for the benefit of the environment. Through our partnership with FBRA, we mopped up over 4000 Metric Tons of PET plastic bottles in FY21.

We recognise that protecting & preserving the earth is not a 'nice to have' but an urgent call to action for everyone to contribute their quota towards sustaining this planet that we all depend on to survive today and tomorrow, and we will continue to push and drive sustainable initiatives towards this goal.



**NEW**

# SAVOUR THE FLAVOUR

**GOLDEN BARLEY BEER**



DRINK RESPONSIBLY. **18+**  
[WWW.DRINKIQ.COM](http://WWW.DRINKIQ.COM)



# About this Report

At Guinness Nigeria Plc, we are committed to the tenets of sustainability within our business operations. This report – our fifth annual sustainability report, titled 'POSITIVE IMPACT, FROM GRAIN TO GLASS' – highlights our commitment to deliver the most resounding impacts to create long-term value for our stakeholders, suppliers and partners across our value chain and the communities where we operate. This report covers our environmental, social and governance

(ESG) data and the attendant initiatives during our FY21 calendar year (1 July 2020, through 30 June 2021). This report has been prepared with reference to the Global Reporting Initiative (GRI) 2021 Standards, as well as applicable United Nations Sustainable Development Goals (SDGs).

Inquiries related to the report and its contents should be directed to our sustainability team using the details below.



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## FY21 Performance Summary





**NEW**



**GUINNESS™**

# **SMOOTH**

FOR A DISTINCTIVELY SMOOTH AND REFRESHING TASTE

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**18+**

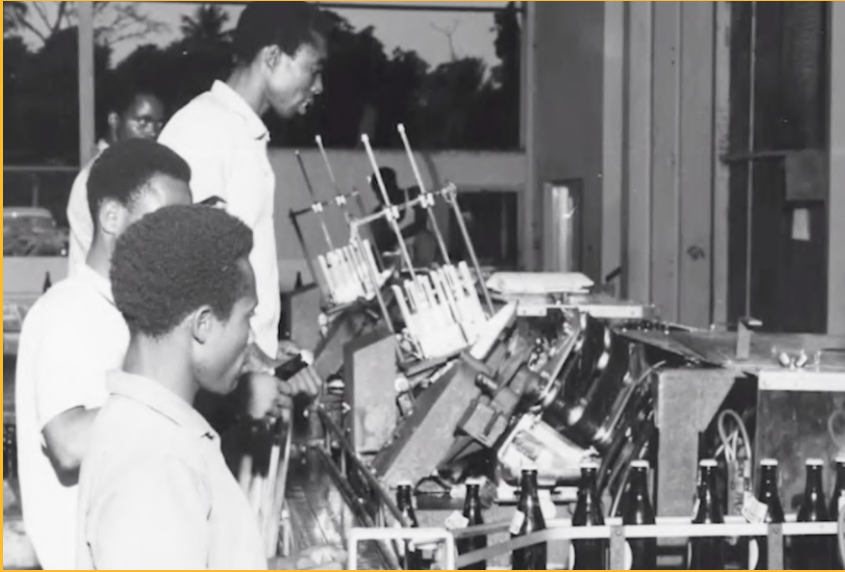




## About Guinness Nigeria



# About Guinness Nigeria



## Our Business

Guinness Nigeria Plc (a Diageo company) – with headquarters at 24 Oba Akran Avenue, Ikeja, Lagos, Nigeria – is the home of the first Guinness brewery outside of the British Isles, and was established in 1950, making it one of the oldest serving manufacturing companies in Nigeria.

Since 1800, Guinness has been exported to other countries but it was the improved shipping facilities of the mid-nineteenth century that provided the foundation of regular export trade. In the late 1940s and the 1950s, Nigeria became Guinness's best overseas market. During these years, the United African Company Limited (UAC), with its established wholesale and retail network was the leading distributor for Guinness Stout and this helped to increase the trade further. This market situation encouraged Arthur Guinness & Son Company to contemplate local production in Nigeria at a time UAC, the main distributor, was changing its role from that of a general merchant to one of increasing participation in the industry.

Both companies had much to contribute – Arthur Guinness & Son Company Limited with its long brewing tradition

and pioneer in technological advancement and United African Company Limited with its extensive knowledge of Nigeria and its expertise in setting up industries.

Arthur Guinness & Son Company Limited in association with United African Company Limited formed the Marketing Company, registered as Guinness Nigeria Limited. Within a year, a decision was taken to build Nigeria a Brewery and a bottling plant to produce Guinness Stout – a decision that involved a capital investment of over N4 million.

The site was chosen in Ikeja. This marked the birth of Ikeja Brewery whose construction plan started in September 1961. The laying of the foundation stone for the brewery on 31 January 1962 was a historic occasion. The foundation stone was laid by the then Lord Elveden, later the third Earl of Iveagh, head of the Guinness family, and the sixth Chairman of Arthur Guinness Son & Company Limited. The then Federal Minister of Finance, the late chief Festus Okotie – Eboh assisted by Oba Akran, the then Minister of Finance in Western Nigeria, performed the ceremonial recite of the foundation stone laying ceremony.

The Ikeja Brewery, built in a record time of sixteen months, was the first Guinness Brewery outside Ireland and the UK. The opening ceremony was performed on 6 March 1963 by Dr Nnamdi Azikwe, the then president of the Federal Republic of Nigeria together with Lord Boyd, Lord Moyne and other members of the family and Board of Arthur Guinness Son & Company Limited.

The commissioning of Ikeja Brewery, therefore, remains a major milestone in the history of Guinness in Nigeria. The company, which started production of Guinness Stout in December 1962 went through major expansions in the 1970s and 1980s with two additional Breweries, built in Benin in 1974 and Ogba in 1982 respectively.

The issued and fully paid-up share capital of the Company is 2,190,382,819 ordinary shares of 50 kobo each (2019: 2,190,382,819 ordinary shares of 50 kobo each). The Register of Members shows that only one company, Guinness Overseas Limited (a subsidiary of Diageo Plc) with 1,099,230,804 ordinary shares (2019: 1,099,230,804 ordinary shares) constituting 50.18% shareholding (2019: 50.18% shareholding) held more than 10% interest in the Company. Diageo Plc also owns another shareholder of the Company, Atalantaf Limited with 171,712,564 ordinary shares (2019: 171,712,564 shares) constituting 7.84% (2019: 7.84%).

## Our Family of Brands

Guinness Nigeria is the foremost Total Beverage Alcohol company in Nigeria today renowned across the continent and internationally for our high-quality brands and strong belief in enriching the communities where we operate, source, sell and live through positive investment and active participation.



## Memberships and Awards

### Memberships

As we continue to aspire to the highest standards possible, we belong to industry associations with the intent of sharing knowledge, experience, technology and human resources, amongst others, required for driving a just and sustainable world. A number of these organisations are regulatory and require adherence to principles and guidelines to maintain an equilibrium in the social, economic and environmental spaces.

Below is a list of industry associations, other membership associations, and national or international advocacy organisations in which we participate in a significant role:

 <b>Recycling Alliance</b> <i>Food and Beverage Recycling Alliance (FBRA)</i>	 <b>MANUFACTURERS ASSOCIATION OF NIGERIA</b> <i>Manufacturers Association of Nigeria (MAN)</i>	 <b>Association of Food, Beverage and Tobacco Employers (AFBTE)</b>	 <b>NATIONAL UNION OF FOOD BEVERAGE &amp; TOBACCO EMPLOYEES</b> <i>National Union of Food Beverage and Tobacco Employees (NUFBTE)</i>
 <b>Spirits and Wine Association of Nigeria (SWAN)</b>	 <b>IARD</b> <i>International Alliance for Responsible Drinking (Global Producers Commitment)</i>	 <b>The Convention on Business Integrity</b> <i>Convention on Business Integrity</i>	 <b>Sedex</b> <i>Supplier Ethical Data Exchange (Sedex)</i>
 <b>AIM-PROGRESS</b> <i>AIM-PROGRESS</i>	 <b>SAI PLATFORM</b> <i>Sustainable Agriculture Initiative (SAI)</i>		



## Awards



**ADVAN COMMUNITY  
HERO AWARD**



**APWEN MENTOR  
PARTNER AWARD**



**NATIONAL BUSINESS' BEST  
BRAND OF THE YEAR**

### ADVAN COMMUNITY HERO AWARD

We had an amazing end to 2020 as Guinness Nigeria was recognised at the 2020 ADVAN Awards for Marketing Excellence for making significant and lasting contributions to individuals, families and communities' wellbeing during the Covid-19 pandemic.

ADVAN (Advertisers' Association of Nigeria) organizes its annual Award ceremony to celebrate advertisers (corporate organizations) for their invaluable contribution to the economy with categories such as Brand Innovation of the Year, CSR, Consumer Promotions, and Experiential Marketing etc.

However, the just concluded edition presented awards in only one special category, the "ADVAN Community

Heroes Award", for organizations who delivered laudable initiatives towards the support of Communities during the heart of the Covid-19 Pandemic. Guinness Nigeria was recognized as one of such organizations. Our Marketing Manager APNADS, Ifeoma Agu was at the ceremony to receive our Award. A massive kudos to everyone who worked to deliver these initiatives.

### APWEN MENTOR PARTNER AWARD

In 2020, The Talent Engagement team was recognised again at the 2nd edition of the Association of Professional Women Engineers of Nigeria (APWEN) Town & Gown Mentoring Series which was held on Thursday 24th September 2020.

The Mentor Partner Award is for being an organisation focused on capacity

building for young engineers. This award represents a reminder of our commitment to promoting diversity in Engineering as well as throughout the business.

### NATIONAL BUSINESS' BEST BRAND OF THE YEAR

Guinness Nigeria was recognised as National Business 'Best Brand of the year for 2020'. This forum recognised and celebrated selected brands for their work and achievements nominated by over 100,000 consumers across Nigeria, and Guinness Nigeria emerged the winner in the most coveted category of all. To be named 'Brand of the Year' is an illustrious and reputable achievement, and it's amazing to see our organisation is recognised for the amazing work we do.

## Our Principles and Values

We have a Code of Business Conduct (COBC) which is based on our purpose and values as an organisation. At the heart of our Code is a culture of "acting with personal integrity" at all times as we engage with internal and external stakeholders. The Code applies to all employees, directors and business partners of the Company.

Our Code covers salient topics which include health, safety and personal security, bribery and corruption, responsible drinking, money laundering, discrimination and human rights, information management and security, quality, insider trading, conflict of interest, competition, data privacy, relationships with customers, suppliers and other business partners, external communications and social media, amongst others.

Our five core values are:





# TASTE THE ORIGINAL HERBAL GIN



**18+**

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**LIVE  
ORIGINAL**





## **Our Sustainability Commitment**



# Our Sustainability Commitment

With a very clear ambition “to be the best performing, most trusted and respected consumer products company in Nigeria”, Guinness Nigeria delivers on its sustainability and responsibility commitments which are focused on three areas; alcohol in society, building thriving communities and reducing environmental impact. The company continues to be a champion for responsible drinking and a positive impact on society.

## Stakeholder Engagement and Materiality

We understand the need for continuous stakeholder engagement as it ensures our survival as a business. Our stakeholders are selected in line with the risk or opportunity being worked on. For each project we embark upon, a list of relevant stakeholders is drawn up and incorporated into the program action plan. Many projects are now cross-functional which has helped ensure all relevant external stakeholders are captured at the planning stage.

In the year under review, we engaged the following stakeholder groups:

- Consumers
- Investors & shareholders
- Employees
- Distributors

- Business partners and vendors
- Host communities
- Media
- Industry associations
- Federal Government Ministry and parastatals
- Inter-ministerial committees
- Regulatory bodies
- Thinktanks
- Civil Society Organisations
- Agricultural Associations
- State government departments

Stakeholders are engaged with different frequencies depending on the project at hand. The Federal Ministry of Finance is a key external stakeholder. GN engages them on numerous projects. For example:

1. Tax stamps – Fortnightly
2. Excise regime strategy – Monthly
3. General Issues – Periodically
4. EEG Budgetary Allocation – Weekly

Below is a table describing our engagement frequencies with our various stakeholders.

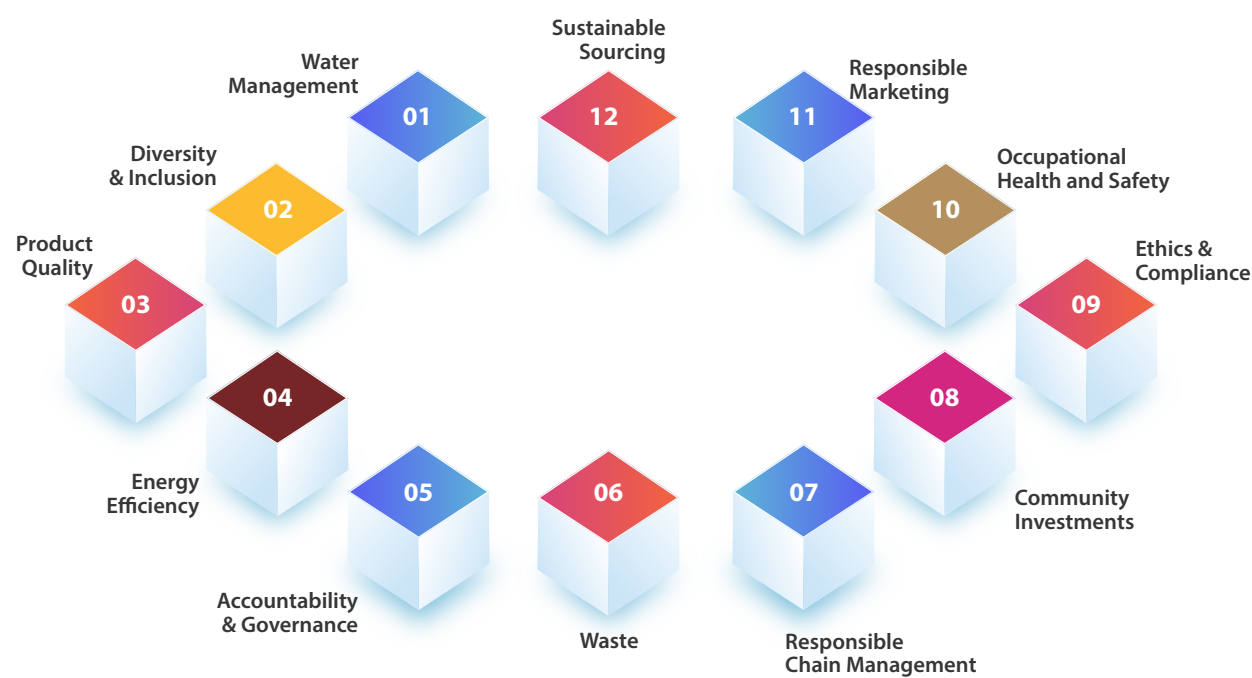
Table 1: Stakeholder Engagement Grid

Stakeholder	Mode of Engagement	Frequency
Government/Regulators	<ul style="list-style-type: none"> <li>• Courtesy visits</li> <li>• Formal meetings</li> <li>• Participation in government functions/events</li> <li>• Advocacy via trade associations</li> <li>• Trade association driven workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• Quarterly</li> </ul>
Host Communities	<ul style="list-style-type: none"> <li>• Courtesy visits</li> <li>• Participation in community functions</li> <li>• Invitation to business functions</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> </ul>
Consumers	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Invitations to functions</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> <li>• Adhoc</li> </ul>
Investors/Shareholders	<ul style="list-style-type: none"> <li>• Investors Call</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Annually</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Yammer</li> <li>• Townhall Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> <li>• Quarterly</li> </ul>
Distributors	<ul style="list-style-type: none"> <li>• One-on-One Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
Business Partners and Vendors	<ul style="list-style-type: none"> <li>• One-on-One Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Email</li> <li>• Media Parleys</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

Materiality

We utilise the input and response from our stakeholders during our various stakeholder engagements to determine our sustainability. The results of the engagement give us a list of topics as indicated below.

Figure 1: Material Topics





**NEW**  
**BAILEYS**  
*Delight*



LIGHT & LUSH WITH A TASTE OF **AFRICAN HONEY**





**Social**



# Social

Our interactions with our stakeholders - employees, customers, suppliers and host communities - are vital to our sustained success.

## Employees

We place a high value on our employees who are critical to the successful attainment of our vision. Our well-trained employees make Guinness Nigeria an extraordinary place to work. Their dedication to their work allows us to do our business more efficiently. We work thoroughly toward ensuring the safety and well-being of our employees by creating a safe and secure working environment.

We recruit, develop, and retain colleagues we believe can make us better, seeking out those with strong leadership potential and disruptive mindsets. They work with us as we innovate and build a company to last. We believe our team gets much of its strength from our culture. We work with an ownership mindset, setting

achievable targets and aligning incentives to help everyone focus. We share a strong sense of personal responsibility and a dedication to putting consumers' interests first, creating shareholder value and delivering on our dream.

In the financial year under review, we had a staff strength of 783 permanent employees and 1,706 non-permanent employees across five operations, including Lagos HQ, Ikeja Brewery, Ogba Brewery, Benin Brewery and Aba Brewery.

### Diversity, Equity and Inclusion

As a global company with a local footprint in the Nigerian manufacturing sector, we operate a diversity and inclusion practice that is a key

competitive advantage to our business. We aim to continue to inspire, support and empower women to take on greater leadership roles across the world. We are also focused on amplifying diversity and workplace culture and leading the effort to enhance diversity at all levels.

In the 2021 financial year, priorities for our Diversity and Inclusion (D&I) agenda were redefined to further embed and institutionalise sustainable diversity policies and initiatives among all employees of the Company across the country.

During the reporting year, there was no incidence of discrimination.

Fig 2: FY21 Staff Diversity By Gender

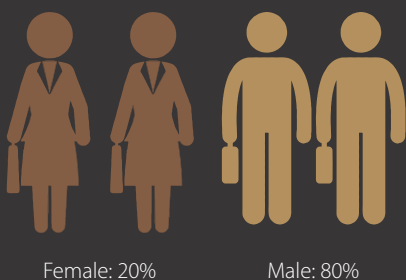


Fig 3: FY21 Staff Diversity By Age Group

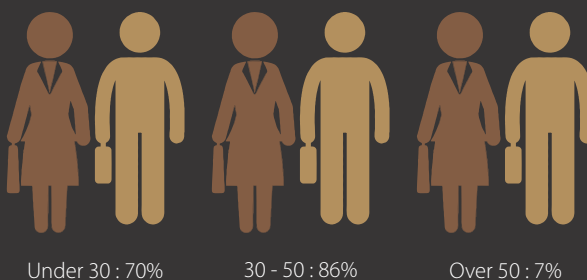


Fig 4: Employment Type

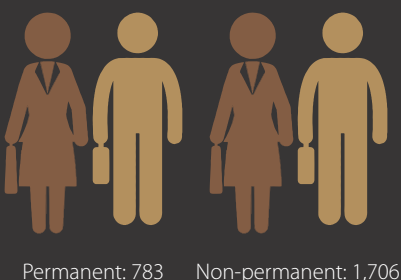


Fig 5: Board Diversity by Gender

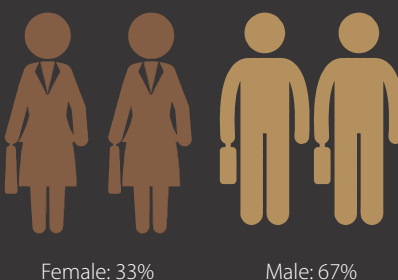


Fig 6: Board Diversity by Age Group

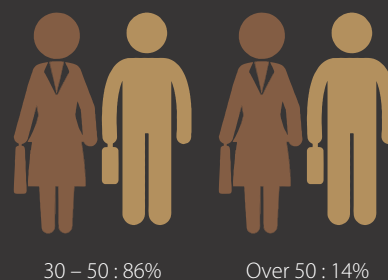


Table 2: Employee Statistics Comparison

	FY21	FY20
Male	1,989 (80%)	1,668 (70%)
Female	500 (20%)	727 (30%)
Under 30 Years	174 (7%)	96 (4%)
30-50 Years	2,141 (86%)	1,629 (68%)
Over 50 Years	174 (7%)	670 (28%)
<b>Total Employees</b>	<b>2,489 (100%)</b>	<b>2,395 (100%)</b>

### Talent Management

With the onset of working from home necessitated by remote working, we have reviewed our new joiners' onboarding process to ensure they receive the necessary support needed as part of their induction. We have also continued to build employee and manager capability by leveraging our learning platform which provides a wide variety of learning modules and personal development materials.

Learning and development opportunities within the Company focus on mandatory training, capability development and career development. Priority is given to learning and development opportunities that are a part of an individual's partnership commitment or development plan. In addition, there is also an opportunity for full sponsorship of a course or professional program for employees in line with their development plan.

Our people are encouraged and supported to be members of professional institutions. Our continued employee development initiatives saw us awarded the ACCA (Association

of Chartered Certified Accountants) Approved Employer Gold Status in 2014.

### Health and Safety

Our vision remains to create a proactive safety culture where all stakeholders working for and on behalf of Guinness Nigeria understand that Occupational Health and Safety incidents are preventable, and all should act in a manner that demonstrates personal commitment to the safety agenda.

Under Diageo's Zero Harm Strategy introduced in 2007, we have considerably progressed on an upward trajectory, toward an interdependent safety culture alongside a full rollout of self-assessment tools. In FY21, we rolled out various safety programs across the demand and supply functions with a clear focus to codify the 'Safe System of Work'.

In terms of the safety numbers, no fatality was recorded in the financial year under review either for employees or third-party contractors. Seven first aid injury cases were recorded in Supply against fifteen in FY20, while Demand retained its zero records in FY20 and FY21. This shows a combined improvement of 56% in first aid injury cases. Three Total Reportable Accidents (TRA) were recorded in FY21 against seven in FY20 while eight road traffic accidents were recorded in FY21 against sixteen in FY20. This showed a 57% and 50% decline in total reportable accidents (TRA) and road traffic accidents, respectively. Overall, there was a 54% improvement in the numbers over FY20.

Unfortunately, we lost a part of our external warehouse (Warehouse Block F, Wempco Road) to a fire incident from an unidentified source. We have taken learnings from the incident to further improve our processes to reduce the likelihood of a reoccurrence.

Table 3: Employee Statistics Comparison

S/N	Type of Incident	Number of Incidents FY21	Number of Incidents FY20	Comments
1	Occupational Illness	–	–	None for both years
2	First Aid Injuries in Supply	15	7	Significant improvement vs FY20. Driven largely by increased third-party engagement
3	Total Reportable Accidents in Supply	7	3	57% improvement vs FY20
4	First Aid Injuries/MTC in Demand	–	–	None for both years
5	Total Reportable Accidents in Demand	1	–	No road traffic accident was recorded in FY21
6	Road Traffic Accidents	16	8	50% decline in FY21 vs FY20
7	3rd Party Fatality	–	–	Sustained – no fatality recorded
8	Employee Fatality	–	–	Sustained – no fatality recorded



We encourage employees to live a healthy well-balanced life and we have several programs and facilities to assist employees in either evaluating their current level of well-being or to re-establish and maintaining it. This is done via various channels, including but not limited to: informal dialogue, occupational health information and advice, health screening for all employees (pre-employment health screening, post-employment risk assessment for all employees, once in two years comprehensive health screen, etc.)

### Benefits and Remuneration

Employee remuneration is determined internally by the Reward Team in line with our remuneration policies. Our reward philosophy is designed to recognise our employees' contributions to our overall success. We recognise that everyone is unique and we have a desire to ensure that all our employees' needs are considered. We have no reliance on external consultants in determining remuneration.

We are also confident that our pension scheme liabilities are sufficient and provide adequate coverage for all of the company's employees.

Below are details of remuneration and benefits applicable to all employees.

Figure 7: Employee Benefits



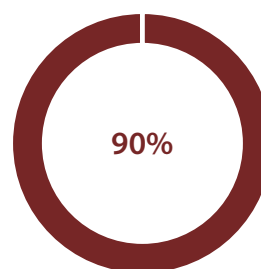
### Human Rights

We pride ourselves on our commitment to human rights and continue to be guided by the Global Human Rights & Antidiscrimination Policy. In our workplaces and the communities in which we operate, we believe a serious commitment to respecting human rights is fundamental to our way of business.

Our business culture has zero tolerance for discrimination, harassment, bullying or abuse; we comply with wage and work hours laws; we ensure equal remuneration for women and men; we respect our employees' decisions and allow them the liberty to join or not join a union, and we do not tolerate child labour or forced labour. During the reporting year, we had no incidence of discrimination.

Furthermore, we do not work with anyone, including any supplier, who does not adopt these values. Where possible, we encourage a flexible approach to work and emphasise the importance of treating individuals justly and in a non-discriminatory manner throughout the employment relationship, including recruitment, compensation, training, promotion, and transfers.

Figure 8: Percentage of total employees covered by collective bargaining agreements



## Consumers

We prioritise the health and safety of our customers by ensuring that all of our products undergo a stringent brewing process with minimal human contact, followed by a flawless packing system that goes through about 60-100QC checks before leaving our brewing sites.

We align with our parent company, Diageo, in compliance with all global statutes concerned with individual data privacy, including Nigeria, EU and US data privacy laws.

Guinness Nigeria takes steps to minimise the risk of data exposure when collecting, storing or exchanging data of our consumers. This procedure is guided by Diageo's Data Privacy Policy.

GUINNESS DON'T DRINK AND DRIVE is a campaign launched to educate the impact of alcohol on your ability to operate a vehicle and why we encourage our consumers not to drink and drive.

## Responsible Marketing

We are aware that the content we put out may reach the underaged population. We have taken the necessary steps to prevent this through our Diageo Marketing Code that restricts the marketing team from advertising to underaged drinkers, age gating our social media content and restricting our media placement from religious institutions and schools.

All information on products is on all our products, we also go further to educate consumers on the right serve and quantity to consume via our DrinkIQ portal and awareness campaigns.

During the reporting year, there was a slight change in the corporate head office address (indicated on the product label) of Johnnie Walker Black 70cl from 5 Lochside Edinburgh, Scotland to 11 Lochside Edinburgh, Scotland. By NAFDAC regulation, such change ought to have been formalised with the agency via a change of manufacturer's address application.

Whilst still in the process of formalising the application with NAFDAC, the consignment was shipped. The stock was queried and withheld during the second endorsement by NAFDAC Officers at Mobil Road, Apapa. A five (5) million naira fine was to be imposed, but due to strong stakeholder engagement with NAFDAC Ports Inspection Directorate (PID), the fine was waived.

## Suppliers

Whether on the supply input side or parts for our facilities, we depend on our dedicated group of vendors and suppliers to meet the needs of our business throughout the country and beyond.

The marketing team adheres to the Diageo KnowYour Supplier (KYS) process when engaging any services with external parties. The KYS process enables the team to know our suppliers end to end, their business practices, procurement techniques and financial status.

As a manufacturer of fast-moving consumer goods, we foster operational efficiency to ensure that gaps are nonexistent in terms of the availability of our products. As such, we engage people and provide jobs in different spheres including production, logistics, marketing, sales and administration – across the country. For the reporting year, we subscribed to local suppliers in the agricultural value chain, logistics and some of our packaging materials. Over 80% of our raw materials were sourced from local suppliers.

## Communities

Our Breweries are located at the heart of the communities where we live, work and sell, we are therefore driven by a strong commitment to creating value for all our stakeholders, partners, consumers and the network of people who contribute to our business success in those communities.

In the year ended 30 June 2021, we continued to positively impact communities by implementing a variety of programs towards advancing our Sustainable Development Strategy in Nigeria.

Leadership in Alcohol Within our Society

## SMASHED

SMASHED is our theatre-in-education programme targeted at tackling underage drinking amongst youths, using drama and other interactive educational tools. The initiative is aimed at instructing students that no amount of underage drinking is safe by providing facts, causes, and consequences of underage drinking.

In the year under review, we reached out to 10,684 students in 51 government public and private schools within Delta and Cross River states. The SMASHED program has been adopted by the Beer Sectoral Group of MAN (Manufacturers Association of Nigeria) as one of its major advocacy channels for tackling alcohol misuse and is formally endorsed by the Federal Ministry of Health.





### DrinkIQ Campaign

DRINKIQ is Diageo's global resource created to help people make responsible choices about drinking, or not drinking. The program is delivered through training, providing information and practical advice online.

The platform is designed to educate people on the risks of alcohol-related harm and is part of our wider 2030 targets on positive drinking which includes reaching one billion people

with a dedicated message of moderation from our brands. To help drive this target, Guinness Nigeria developed an online campaign leveraging various social media platforms to propagate the message of moderation and responsible drinking with over 2.3 million impressions and over 7,000 actual site visits on Twitter, Facebook and Instagram.



### Driver's License Partnership with Federal Road Safety Corp

In line with our commitment to continuously drive responsible consumption of alcohol and to discourage drinking and driving, we completed engagements and signed a Memorandum of Understanding with Federal Road Safety Corp on the Driver's License Partnership (DVLP). This is a critical strategic initiative designed to reach the most relevant people with our message discouraging the consumption of alcohol while driving. This partnership aims to have new license applicants across the 36 states take the Diageo DRINKIQ test as part of the process of obtaining or renewing their licenses.



## Building Thriving Communities

### Water Stewardship

Water practice in an environmentally sustainable way. It is an important part of protecting the planet and has become even more imperative in a pandemic era where handwashing and general water hygiene could make a difference in public health and safety.

At Guinness Nigeria, our Water of Life (WoL) program is our Flagship initiative aimed at providing access to safe drinking water and socio-economic development to communities in water-stressed areas across the country. We believe that water is a basic human right and our commitment remains unwavering in ensuring that people in underserved communities continually have access to clean water.

In partnership with WaterAid Nigeria, we delivered a total volume of 44,601m<sup>3</sup> of water to three (3) communities in Nasarawa and Bauchi states, the solar-powered water systems serve over 7,000 beneficiaries and are designed to be self-sustaining through the local water committees made of men and women within the neighbourhoods.

### Plan W

Plan W is one of our skills programs targeted at increasing employability and improving livelihoods by providing business and hospitality skills to women in under-represented communities where we operate. This is in line with Diageo's Society 2030 Goal Pillar 'Champion Inclusion and Diversity' and Must Do 5 of our performance ambition.

Guinness Nigeria, in collaboration with Good Business Foundation, has delivered this capacity-building training which covers general business skills, business modelling and simple business arithmetic to over 200 women as well as empowered them with trade assets and seed capital to start their own small-scale product distribution businesses. The program was piloted in 2019 with 120 women benefiting from the scheme while the second phase rolled out in Kaduna State with 90 women from 3 Local Government Areas as beneficiaries.





### Undergraduate Scholarship Scheme

The undergraduate scholarship scheme is one of the three Skills Development initiatives Guinness Nigeria leverages to support Nigerian youths. For over a decade, Guinness Nigeria's Undergraduate Scholarship Scheme has provided a platform for our business to support youth development across the country. We recently awarded scholarships to 21 new students who were successful in the screening process and have become beneficiaries of the scheme.

The scholarship covers the tuition and accommodation fees of the beneficiaries. Under this scheme, each beneficiary gets the sum of One Hundred Thousand Naira Only (N100,000) for each year of undergraduate study.



### Partnership with Sight Savers Foundation on Eye Health

As part of our commitment to ensure excellent eye care services to the communities where we operate, we partnered with Sight Savers Foundation to provide eye care services including cataract surgeries to farming communities in Kogi State.

The program was designed to provide a well-coordinated system of eye health interventions, comprehensive and accessible to marginalized people and inclusive for persons with disabilities.

A total of 143 cataract surgeries and 64 other surgeries were performed within the year ended Fy21.



### Reducing our Environmental Impact

#### Reforestation of Degraded Forest Reserves

We partnered with the Federal Ministry of Environment to plant 100,000 trees in six states in Nigeria (Adamawa, Edo, Nasarawa, Kano, Kaduna, Kebbi) and the Federal Capital Territory – Abuja over five years.

This project would translate to the reforestation of 160 hectares of degraded forest reserves through the planting of assorted indigenous and exotic trees. As of April 2021, a total of 20,240 trees had been planted.

Before the commencement of this project, statistics provided by the Ministry showed that Nigeria had 910,770 sq. km of land area that had continued to suffer deforestation at a rate of 3.5% annually.



#### Partnership with Food & Beverage Recycling Alliance

The Food & Beverage Recycling Alliance (FBRA) is a team of 17 member organisations set up to tackle the issue of post-consumer waste in Nigeria. FBRA's core focus is accelerating the recycling and re-using of waste materials (plastics, cans, cartons) that would have ended up in landfills for the benefit of the environment. Through our partnership with FBRA, we mopped up over 4,000 Metric Tonnes of PET plastic bottles.



**You'll love it from  
the very first sip**

**Sorry, acquired taste.**

DRINK RESPONSIBLY  
[WWW.DRINKIQ.COM](http://WWW.DRINKIQ.COM)



  
**THE SINGLETON**  
SINGLE MALT SCOTCH WHISKY  

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**UNAPOLOGETICALLY  
ENJOYED**





**Environmental**

# Environmental

We remain committed to reducing our environmental impact across our operations and understand that measuring and managing our environmental impact is not only important for the planet and the communities in which we work but is also essential for the financial sustainability of our supply chain and our business.

## Energy and Emissions

### Energy

We understand the need to conserve energy use and increase efficiency across our business operations. As such, we track our energy use with the global EHSQ tracking platform.

The scope of our energy disclosure only covers energy consumption within the organisation's operations; offices and facilities. Our fuel/energy consumption for the reporting year is indicated in the diagrams below.

Figure 9: Total Fuel Consumption Within the Organisation from Non-Renewable Sources

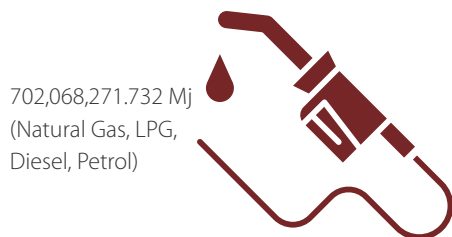


Figure 10: Total Electricity Consumption

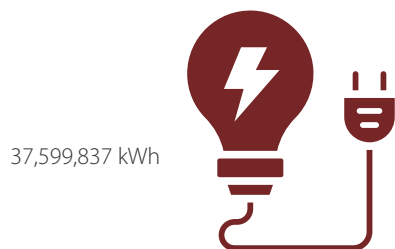


Figure 11: Total Energy Consumption

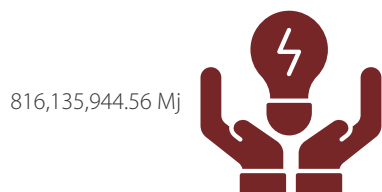
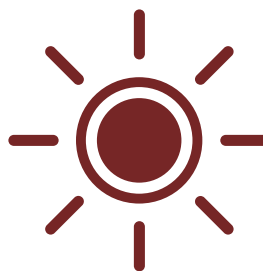


Figure 12: Energy intensity ratio



### Emissions

We understand that activities from our manufacturing plants, administrative buildings and agricultural activities, such as land-use change and agricultural expansion, are linked with approximately greenhouse gas emissions.

As such, we make efforts in ensuring that we manage our emissions in a way that is not detrimental to the environment. Our emissions data for the reporting year is indicated in the diagrams below.

Figure 13: Gross Direct (Scope 1) GHG Emissions



Figure 14: Gross location-based energy indirect (Scope 2) GHG Emissions



Figure 15: GHG emissions Intensity Ratio





## Water Management

Each of our manufacturing plants requires a consistent and reliable supply of water, and we understand that efficient water use in production minimises water disruption and pollution in the communities where we operate. The water used is sourced from groundwater (borehole).

Figure 16: Total Water Withdrawal



Groundwater = 1,206.6567 Megalitres

Figure 17: Total Water Discharge



Surface water = 1,082.73751 Megalitres

## Waste

For over a decade, we have been committed to making our packaging more sustainable – principally through increasing recycled content, reducing the weight and increasing recyclability of all product packaging.

While the majority of our beverage products come in primary packaging made from glass and aluminium, the use of plastic packaging the world over is increasing. These formats are often more challenging to recycle post-consumer use, particularly in markets where recycling infrastructure is undeveloped, frequently resulting in increased litter, pollution and damage to marine environments. As such, we align with the Diageo Sustainable Packaging Commitments document, which provides a detailed approach to recycling and addresses key issues specific to these materials.

Figure 18: Total Weight of Waste Diverted from Disposal



51,366.33 tons

Figure 19: Total Weight of Hazardous Waste Diverted from Disposal



9.09 tons

Figure 20: Total Weight of Non-Hazardous Waste Diverted from Disposal



51,357.24 tons

Figure 21: Total Weight of Non-Hazardous Waste Directed to Disposal



1.55 tons

JOHNNIE WALKER

KEEP WALKING



KEEP WALKING



JOHNNIE WALKER

KEEP WALKING



JOHNNIE WALKER

KEEP WALKING

DRINK RESPONSIBLY 18+  
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Keep Walking





**Economy**

# Economy

We understand that our products contribute to a circular economy and, therefore, we lay great emphasis on achieving economic performance through continuous innovation, investment and expansion of our distribution links and manufacture of new products based on market demands.

## Economic Impact

Recovering from the less than ideal macroeconomic conditions caused by the COVID19 pandemic which affected our consumer disposable income, we developed solutions by improving economies of scale, enhancing route-to-market

capabilities and launching new products designed to cater to the needs of specific demographics and/or regions. These solutions partially offset the existing macroeconomic challenges.

We also significantly contributed to sustainable economic growth by creating jobs, increasing workforce productivity, and private investments, and improving the efficiency and modernisation of organisations. Furthermore, no financial assistance was received from the government during the reporting period.

Table 4: Our Economic Footprint

Direct Economic Value Generated		
	FY21	FY20
Revenue	N160,416,257,000.00	N104,376,015,000.00
Other Income	N1,558,975,000.00	N804,010,000.00
<b>Total</b>	<b>N161,975,232,000.00</b>	<b>N105,180,025,000.00</b>
Economic Value Distributed		
Operating Cost	N131,658,857,000.00	N93,111,099,000.00
Employee Wages	N11,338,154,000.00	N10,428,763,000.00
Government	N 4,514,172,000.00	N(4,494,823,000.00)
Providers of Capital		
Finance Cost	N4,631,147,000.00	N4,542,428,000.00
<b>Total</b>	<b>N103,587,467,000</b>	<b>N152,142,330,000</b>

Figure 22: Economic Value Retained

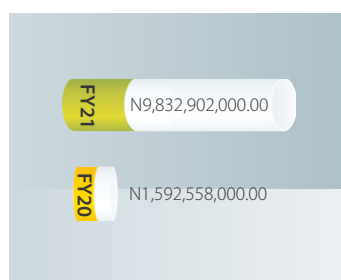


Table 5: Tax Transparency\*

Tax Jurisdiction	Nigeria
Revenues from third-party sales	N158,915,196,084
Revenues from intra-group transactions with other tax jurisdictions	N1,501,060,573
Profit/loss before tax	N5,769,510,000
Tangible assets other than cash and cash equivalents: property, plant and equipment	N94,236,887,000.00
Corporate income tax paid on a cash basis	N405,218,355.00
Corporate income tax accrued on profit/loss	N(4,514,172,000.00)

\*Payment made during FY21 is the settlement of liability of corporate income tax on profit of FY20. Income tax liability payable to the local tax authority for FY21 has been paid in FY22 at the time of preparation of the report.





**Governance**

# Governance



Good corporate governance practices constitute the hallmark of our corporate culture in Guinness Nigeria. Our actions and interactions with our consumers, customers, employees, government officials, suppliers, shareholders and other stakeholders reflect our values, beliefs and principles.

## Board Composition and Structure

The Board is responsible for the oversight of the business, long-term strategy and objectives, and the oversight of the Company's risks while evaluating and directing the implementation of Company controls and procedures including, in particular, maintaining a sound system of internal controls to safeguard shareholders' investments and the Company's assets. There are currently four regularly scheduled board meetings during each financial year, and the Board meets whenever required to ensure the discharge of its functions.

During the reporting period, the Board consisted of the Chairman, 10 non-executive directors and two executive directors. Six of the Non-Executive Directors are independent as defined under the provisions of the Code of Corporate Governance 2018. The Board is independent of the Management of Guinness Nigeria and its parent company Diageo, and the members of the Board are free from any constraints, which may materially affect the exercise of their judgement as directors of the Company.



## Board of Directors



**Dr Omobola Johnson**  
Board Chair, Independent  
Non-Executive Director

**R. J. O'Keefe (Irish)**  
Vice-Chairman,  
Non-Executive Director

**B. Magunda (Ugandan)**  
Managing Director/  
Chief Executive Officer

**S. T. Dogonyaro OON**  
Independent Non-Executive  
Director

**Z. Abdurrahman (Mrs.)**  
Independent Non-Executive  
Director

**M. O. Ayeni (Mrs.)**  
Independent Non-Executive  
Director

**F. N. O. Edozien (Ms.)**  
Independent Non-Executive  
Director

**L. Breen (British)**  
Non-Executive Director

**M. D. Sandys (British)**  
Non-Executive Director

**F. Ajogwu, SAN (Prof.)**  
Independent Non-Executive  
Director

## Board Committees

We undertook a review and re-evaluation of the performance of our board committees, their constitution, functions and composition during the reporting period in the light of the new Code of Corporate Governance 2018. As of the date of this report, the Company has in place, the following board committees:

### a. Nominations, Governance and Remuneration Committee

Among other responsibilities, the Nominations, Governance and Remuneration Committee is charged with instituting a transparent procedure for the appointment of new directors to the Board and making recommendations to the Board regarding the tenures and re-appointment of Non Executive directors on the Board.

The Committee provides a written report highlighting its deliberations and recommendations to the Board quarterly.

### b. Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee continued to exercise its role and responsibilities in line with the provisions of the Code of Corporate Governance of 2018. The Committee is responsible for monitoring the integrity of our financial statements and reviewing the effectiveness of our internal control and risk management system, it performs the Board audit functions among other responsibilities.

The Committee comprises five (5) non-executive directors who are mostly independent and with a wide range of financial, commercial and international experience.

### c. Statutory Audit Committee

The Statutory Audit Committee was set up under the provisions of the Companies and Allied Matters Act. It comprises an equal number of non-executive directors and shareholders elected at the Annual General Meeting.

Annually, the Committee evaluates the independence and performance of external auditors, receives the interim and final audit presentation from the external auditors and also reviews with management and the external auditors the annual audited financial statements before their submission to the Board.

The Committee also makes recommendations to the Board on the appointment and remuneration of external auditors and received reports from Management on the accounting system and internal controls framework of the Company.

## Guinness Leadership Team

Guinness Leadership Team (GLT) – a convergence of experienced and knowledgeable individuals from diverse backgrounds – is the highest governance body and delegates responsibilities to individuals via the Schedules of Authorities and limits.

The MD/CEO chairs the GLT meeting and coordinates the activities of the GLT members towards the delivery of our performance ambition as a business.

The business has a robust risk management framework that is covered by the Diageo Risk Management Standard. The Leadership Team takes ownership of the business practices and ethical behaviour agenda in their conduct and deals with all employees and interactions with third parties.

Other practical steps through which the Leadership Team inculcates ethical behaviour and best business practices include

1. Reinforcing the need for ethical behaviour and best business practice at team meetings;
2. Periodic one-on-one sessions and performance review meetings with employees;
3. Periodic communication of our policies to all employees and;
4. Line Manager coaching.

## Ethics and Compliance

As a responsible corporate member of the society in which we operate, we are not just interested in being the best performing consumer products company, we are equally committed to our ambition to become the most trusted and respected business in Nigeria.

We have a Code of Business Conduct (COBC) which is based on our purpose and values as an organisation. The heartbeat of our COBC is a culture of "Acting with Personal Integrity" at all times as we engage with internal and external stakeholders. The COBC applies to all employees, directors and business partners of the Company.

As a practice, the business has an annual Conflict of Interest declaration where all employees compulsorily disclose any conflict or potential conflicts. The executives are also part of this activity.

Furthermore, to ensure that all our employees commit to a culture of 'Acting with Personal Integrity,' we provide corresponding Code training on an annual basis for our employees and periodic engagements with employees on the principles of the Code. The Code training is also part of our hire



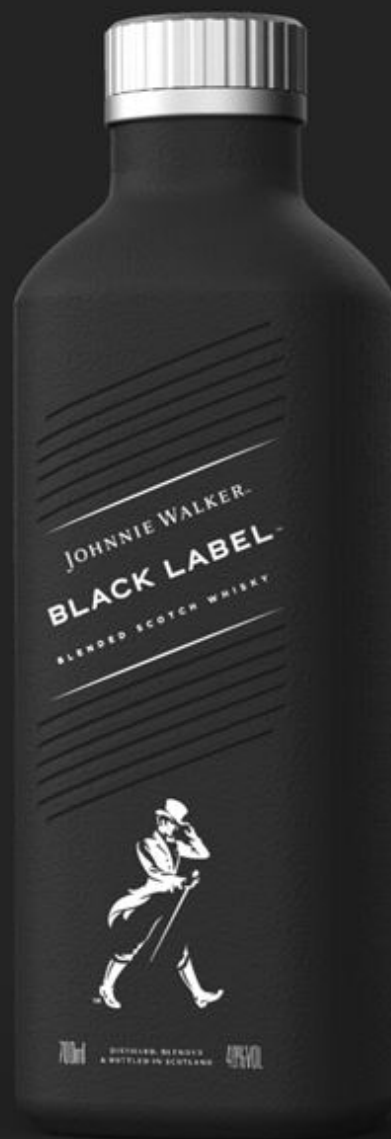
induction program, which all employees and contractors are required to undergo.

### Anti-Corruption

We do not condone or tolerate corruption and bribery within our business operations. We have an Anti-bribery and Corruption Policy, and a Competition and Anti-trust Policy which all employees must comply. A subset of the Anti-bribery and Corruption Policy is the Gifts and Entertainment Rules

which provide mandatory guidance on giving and receiving gifts and entertainment to mitigate against the risks of conflict of interest and engaging favours for payments, especially to government officials.

During the reporting year, we had no confirmed incidents of corruption and we were not subject to any legal actions for anti-competitive behaviour, anti-trust, and monopoly practices.



# Appendix

## GRI Content Index

Statement of Use	Guinness Nigeria Plc has reported with reference to the GRI Standards for the period 1 July 2020 to 30 June 2021					
GRI 1 Used	GRI 1: Foundation 2021					
GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-1 Organisational details					
	2-2 Entities included in the organisation's sustainability reporting					
	2-3 Reporting period, frequency and contact point					
	2-4 Restatements of information					
	2-5 External assurance					
	2-6 Activities, value chain and other business relationships					
	2-7 Employees					
	2-8 Workers who are not employees					
	2-9 Governance structure and composition					
	2-10 Nomination and selection of the highest governance body					
	2-11 Chair of the highest governance body					
	2-12 Role of the highest governance body in overseeing the management of impacts					
	2-13 Delegation of responsibility for managing impacts					



	2-14 Role of the highest governance body in sustainability reporting		
	2-15 Conflicts of interest		
	2-16 Communication of critical concerns		
	2-17 Collective knowledge of the highest governance body		
	2-18 Evaluation of the performance of the highest governance body		
	2-19 Remuneration policies		
	2-20 Process to determine the remuneration		
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy		
	2-23 Policy commitments		
	2-24 Embedding policy commitments		
	2-25 Processes to remediate negative impacts		
	2-26 Mechanisms for seeking advice and raising concerns		
	2-27 Compliance with laws and regulations		
	2-28 Membership associations		
	2-29 Approach to stakeholder engagement		
	2-30 Collective bargaining agreements		

Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics			
	3-2 List of material topics			
Economic Impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 201 Economic Performance 2016	201-1 Direct economic value generated and distributed			
	201-2 Financial implications and other risks and opportunities due to climate change			
	201-4 Financial assistance received from government			
GRI 207: Tax 2019	207-1 Approach to tax			
	207-2 Tax governance, control, and risk management			
	207-3 Stakeholder engagement and management of concerns related to tax			
	207-4 Country-by-country reporting			
Ethics and Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption			
	205-2 Communication and training about anti-corruption policies and procedures			
	205-3 Confirmed incidents of corruption and actions taken			



GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		
<b>Supply Chain Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		
	308-2 Negative environmental impacts in the supply chain and actions		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		
	414-2 Negative social impacts in the supply chain and actions taken		
<b>Conflict and Security</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		
<b>Community Investments and Relations</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported		
	203-2 Significant indirect economic impacts		

GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs		
	413-2 Operations with significant actual and potential negative impacts on local communities		
Client Satisfaction			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 416: Customer	416-1 Assessment of the health and safety impacts of product and service categories		
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		

	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
	403-10 Work-related ill health		
Water & Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource		
	303-2 Management of water discharge-related impacts		
	303-3 Water withdrawal		
	303-4 Water discharge303-5 Water consumption		
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated		
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		



Emissions Management			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		
	302-2 Energy consumption outside of the organisation		
	302-3 Energy intensity		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
Diversity & Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 405: Diversity and	405-1 Diversity of governance bodies and employees		
	405-2 Ratio of basic salary and remuneration		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		
Employee Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		
	202-2 Proportion of senior management hired from the local community		

GRI 401: Employment 2016	401-1 New employee hires and employee turnover		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
	401-3 Parental leave		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		
	404-2 Programs for upgrading employee skills and transition assistance programs		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		

## List of Figures

Table 1:	Stakeholder Engagement Grid
Table 2:	Employee Statistics Comparison
Table 3:	Employee Statistics Comparison
Table 4:	Table 4: Our Economic Footprint
Table 5:	Tax Transparency

## List of Figures

Figure 1:	Material Topics
Figure 2:	Staff Diversity By Gender
Figure 3:	F21 Staff Diversity By Age Group
Figure 4:	Employment Type
Figure 5:	Board Diversity by Gender
Figure 6:	Board Diversity by Age Group
Figure 7:	Employee Benefits
Figure 8:	Percentage of total employees covered by collective bargaining agreements
Figure 9:	:Total Fuel Consumption Within the Organization from Non-Renewable Sources
Figure 10:	Total Electricity Consumption
Figure 11:	Total Energy Consumption
Figure 12:	Energy intensity ratio
Figure 13:	Gross Direct (Scope 1) GHG Emissions
Figure 14:	Gross location-based energy indirect (Scope 2) GHG Emissions
Figure 15:	GHG emissions Intensity Ratio
Figure 16:	Total Water Withdrawal
Figure 17:	Total Water Discharge
Figure 18:	Total Weight of Waste Diverted from Disposal
Figure 19:	Total Weight of Hazardous Waste Diverted from Disposal
Figure 20:	:Total Weight of Non-Hazardous Waste Diverted from Disposal
Figure 21:	Total Weight of Non-Hazardous Waste Directed to Disposal
Figure 22:	Economic Value Retained