

Corporate Human Rights Benchmark 2018 Company Scoresheet



Company Name Diageo
Industry Agricultural Products (Supply Chain only)
Overall Score (*) 42.5 out of 100

Theme Score	Out of	For Theme
4.6	10	A. Governance and Policies
13.9	25	B. Embedding Respect and Human Rights Due Diligence
6.3	15	C. Remedies and Grievance Mechanisms
4.0	20	D. Performance: Company Human Rights Practices
8.5	20	E. Performance: Responses to Serious Allegations
5.3	10	F. Transparency

(*) Please note that any small differences between the Overall Score and the added total of Measurement Theme scores are due to rounding the numbers at different stages of the score calculation process.

Please note also that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2018 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

A. Governance and Policies (10% of Total)

A.1 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: General HRs commitment: Diageo's Human Rights Policy states that they 'respect each other's human rights as articulated in the Universal Declaration of Human Rights' and 'we recognise that we are responsible for the impact of our operations on our employees, on workers in our supply chain, on consumers of our products and on the communities in which we operate'. [Human Rights Global Policy, 2015: diageo.com] Met: UDHR: See above [Human Rights Global Policy, 2015: diageo.com] Met: International Bill of Rights: The Company states in its Code of Conduct: 'We fully endorse and support the principles enshrined in the International Bill of Human Rights and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work.' [Code of Conduct: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> Met: UNGPs: In addition, its states: 'we are committed to acting in accordance with the United Nations Guiding Principles on Business and Human Rights.' [Code of Conduct: diageo.com]
A.1.2	Commitment to respect the human rights of workers	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: ILO Core: The Company's Code of Business Conduct and Human Rights Policy includes ALL four ILO elements and UNGC principles 3-6 and H&S for both own employees and suppliers. [Human Rights Global Policy, 2015: diageo.com & Code of Conduct: diageo.com]

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			<ul style="list-style-type: none"> • Met: UNGC principles 3-6: See above [Human Rights Global Policy, 2015: diageo.com & Code of Conduct: diageo.com] • Met: All four ILO for AG suppliers: The Partnering with suppliers code states that the Company expects its suppliers to act in accordance with the Guiding Principles on Business and Human Rights and the eight core International Labour Organisation conventions, and it includes explicitly, among others, child labour, forced labour, freedom of association and collective bargaining, and discrimination. [Partnering with suppliers - our code for suppliers: diageo.com] Score 2 • Met: All four ILO Core: See above [Code of Conduct: diageo.com] • Met: Respect H&S of workers: This code also states that 'Diageo is committed to maintaining safe and secure working conditions for employees and contract workers. We expect our suppliers to have the same approach' and includes explicitly, among others, health and safety policy and safe working environment. [Human Rights Global Policy, 2015: diageo.com & Code of Conduct: diageo.com] • Met: H&S applies to AG suppliers: See above [Code of Conduct: diageo.com & Partnering with suppliers - our code for suppliers: diageo.com]
A.1.3.a.AG	Commitment to respect human rights particularly relevant to the industry - land and natural resources (AG)	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Respect land ownership and resources • Met: Respecting the right to water: In its Human Rights Policy, the Company states: 'To build communities, we are focusing on our programmes to provide safe drinking water and sanitation, skills development and women's empowerment'. [Human Rights Global Policy, 2015: diageo.com] • Met: Expecting suppliers to respect these rights: In its Code for suppliers, the Company indicates: 'We expect our suppliers to respect the land rights of communities, including indigenous peoples.' In addition, it states: 'We expect our suppliers to understand their water usage in context of local availability and quality and manage it appropriately to support sustainable water stewardship. [...] We expect our suppliers to continually strive to reduce their environmental impacts and manage their natural resources efficiently. This includes implementing measures to prevent pollution, minimise the use of energy and production of waste and manage water responsibly.' [Partnering with suppliers - our code for suppliers: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Voluntary Guidelines on Tenure • Not met: IFC Performance Standards • Not met: FPIC for all • Not met: Zero tolerance for land grabs • Met: Respecting the right to water: See above • Not met: Expecting suppliers to respect these rights
A.1.3.b.AG	Commitment to respect human rights particularly relevant to the industry - people's rights (AG)	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Women's rights: In its updated Human Rights Policy, the Company states: 'Our Human Rights Policy is informed by the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights to Work, the Children's Rights and Business Principles, UN Global LGBTI Standards of Conduct for Business, UN Women's Empowerment Principles and the UN Global Compact, to which we are signatories. By committing to these international frameworks, we are dedicated to enriching the workplace.' [Human Rights Policy, Jul 2018: diageo.com] • Met: Children's rights: See above [Human Rights Policy, Jul 2018: diageo.com] • Not met: Migrant worker's rights • Met: Expects suppliers to respect these rights: In addition, it indicates: 'Through appropriate contractual arrangements and our Global Partnering with Suppliers standard we make our suppliers aware of and expect their compliance with our human rights commitments.' [Human Rights Policy, Jul 2018: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: CEDAW/Women's Empowerment Principles: See above [Human Rights Policy, Jul 2018: diageo.com] • Not met: Expecting suppliers to respect these rights
A.1.4	Commitment to engage with stakeholders	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Regular stakeholder engagement: On its website section 'Stakeholder Engagement', the Company indicates: 'We want to understand the expectations, needs and concerns of anyone who is affected by what we do and where we operate. This means listening to our stakeholders and learning from what they tell us. Our stakeholders range from employees to investors to corporate partners, and

Indicator Code	Indicator name	Score (out of 2)	Explanation
			from consumers to communities, farmers and governments. We actively engage stakeholders at both local and global levels.' [Stakeholder Engagement: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: Commits to engage stakeholders in design • Not met: Regular stakeholder design engagement
A.1.5	Commitment to remedy	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Commits to remedy: In its updated Human Rights Policy, the Company indicates: 'We have policies and processes in place to identify, prevent and mitigate human rights risks and to provide remedy to any adverse impact we have caused or contributed to by our operations.' [Human Rights Policy, Jul 2018: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: Not obstructing access to other remedies • Not met: Collaborating with other remedy initiatives • Not met: Work with AG suppliers to remedy impacts
A.1.6	Commitment to respect the rights of human rights defenders	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Zero tolerance attacks on HRs Defenders (HRDs): In its updated Human Rights Policy, the Company states: 'We do not tolerate threats, intimidation, physical or legal attacks against human rights defenders, including those exercising their rights to freedom of expression, association, peaceful assembly and protest against the business or its operations.' [Human Rights Policy, Jul 2018: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: Expects AG suppliers to reflect company HRD commitments

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: CEO or Board approves policy: The Company's code of business conduct and global HR policy are signed by the CEO. [Human Rights Global Policy, 2015: diageo.com & Code of Conduct: diageo.com] • Met: Board level responsibility for HRs: The Chief Executive, Ivan Menezes, is ultimately accountable for performance against sustainability and responsibility goals (including HRs issue), and reports directly to the Board. [Sustainability & Responsibility Performance Addendum, 2015: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: Speeches/letters by Board members or CEO
A.2.2	Board discussions	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Board/Committee review of salient HRs • Not met: Examples or trends re HR discussion Score 2 <ul style="list-style-type: none"> • Not met: Both examples and process
A.2.3	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Incentives for at least one board member • Not met: At least one key AG HR risk, beyond employee H&S Score 2 <ul style="list-style-type: none"> • Not met: Performance criteria made public

B. Embedding Respect and Human Rights Due Diligence (25% of Total)

B.1 Embedding Respect for Human Rights in Company Culture and Management Systems (10% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Senior responsibility fo HR (inc ILO): In its S&R Performance Addendum, the Company indicates: 'Our Chief Executive, Ivan Menezes, is ultimately accountable for performance against sustainability and responsibility goals, and reports directly to the Board. Responsibility for the component parts of our Sustainability & Responsibility Strategy, led by the Global Sustainable Development Director who reports to the Executive Committee, is shared between members of Diageo's Executive Committee, all of whom report to the Chief Executive. For example: The President Global Supply and Procurement is responsible for environmental performance and labour standards within the supply network; The Corporate Relations Director is responsible for social topics, specifically alcohol in society and sustainable development; Regional presidents and local managing directors are responsible for implementing the Sustainability & Responsibility Strategy locally and driving performance.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Day-to-day responsibility: In its Human Rights Policy, the Company indicates: 'Responsibility for day-to-day delivery of our Code and Human Rights Policy is everybody's responsibility. We communicate our Code and Human Rights policy throughout our business and, alongside our Partnering with Suppliers standard, to all our suppliers around the world. Also, all of our teams receive routine training in our Code, with a focus on key human rights risk potentially arising in their area of work where appropriate.' However there is no information about how day-to-day responsibility, resources and decision making process are allocated across the range of relevant functions of the Company or for managing human rights issues within its supply chain. [Human Rights Policy, Jul 2018: diageo.com] • Not met: Day-to-day responsibility in supply chain: See above. [Human Rights Policy, Jul 2018: diageo.com]
B.1.2	Incentives and performance management	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Senior manager incentives for human rights: The Company states that 'annual performance appraisals give full consideration to both performance and behaviour, with an individual's commitment to Diageo's controls, compliance, and ethics agenda being considered under behaviour. Employees' overall performance affects their pay increases, and, where relevant, their bonuses.- but not clear if these are directly linked to HR. [Annual Report, 2015: diageo.com] • Not met: At least one key AG HR risk, beyond employee H&S <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Performance criteria made public
B.1.3	Integration with enterprise risk management	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: HR part of enterprise risk system: The Company states that 'our risk management global standard requires all markets and functions to perform risk assessments at least annually to consider risks concerning human rights, bribery and corruption, anti-money laundering, and all other relevant laws and regulations, as well as our own Code, policies and standards, and to ensure that mitigation plans for their most significant risks have been established.' In addition, its website states that 'Risk management, internal control, and compliance and ethics are all led by a central team, managed by our Global Risk and Compliance Director, who reports to the Group Finance Controller and directly to the Audit Committee on all control, compliance and ethics matters. Our global team develops the strategy, methodology and core materials to support the implementation of our risk agenda and the control, compliance and ethics programme in our markets and functions [Sustainability & Responsibility Performance Addendum, 2015: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Audit Ctte or independent risk assessment: In its Sustainability & Responsibility Performance Addendum, the Company indicates: ' Our Executive Audit and Risk Committee regularly receives reports on the risks faced by the business and the effectiveness of risk management efforts. Our Executive updates the group's risk assessment annually, and this is independently reviewed by the Board.' However it is not clear how the Company assess the adequacy of the

Indicator Code	Indicator name	Score (out of 2)	Explanation
			enterprise risk management system in managing human rights. [Sustainability & Responsibility Performance Addendum to the Annual Report 2018, 2018: diageo.com]
B.1.4.a	Communication /dissemination of policy commitment(s) within Company's own operations	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Communicates its policy to all workers in own operations: In its S&R Performance Addendum, the Company indicates that in order to mitigate non compliance with its Code, it provides 'Periodic training, communications and engagement activities to refresh employee understanding.' In addition, it states that during 2017 it 'Retrained all employees on Code through eLearning module and face-to-face events with integrated compliance certification.' The Code of Business conduct has been translated into 19 different languages. [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com & Code of Conduct: diageo.com] Score 2 <ul style="list-style-type: none"> Not met: Communication of policy commitments to stakeholder: In its updated Human Rights Policy, the Company indicates: ' We communicate our Code and Human Rights policy throughout our business and, alongside our Partnering with Suppliers standard, to all our suppliers around the world.' However, there is no information about how it communicates its policy to other stakeholders, such as communities and potentially affected stakeholders. [Human Rights Global Policy, 2015: diageo.com] Not met: How policy commitments are made accessible to audience
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Steps to communicate policy commitments to BRs: In its updated Human Rights Policy, the Company indicates: ' We communicate our Code and Human Rights policy throughout our business and, alongside our Partnering with Suppliers standard, to all our suppliers around the world.' [Human Rights Policy, Jul 2018: diageo.com] Met: Including to AG suppliers: It also states that 'Policies are communicated to suppliers through our Partnering with Suppliers Standard' and 'To ensure our policies are accessible and understood by employees, business partners and other stakeholders in the diverse geographic footprint we operate, they have been translated into a number of different local languages'. In its 'Partnering with Suppliers' document, the Company states: 'We are committed to promoting and respecting human rights throughout our supply chain, and expect the same from our suppliers.' [BHRRC Company Action Platform, 2016: business-humanrights.org & Partnering with suppliers - our code for suppliers: diageo.com] Score 2 <ul style="list-style-type: none"> Not met: How HR commitments made binding/contractual Not met: Including on AG suppliers
B.1.5	Training on Human Rights	2	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Trains all workers on HR policy commitments: In its S&R Performance Addendum, the Company indicates: 'The day-to-day delivery of our Code and human rights policy is everybody's responsibility. All of our teams receive routine training on our Code.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] Met: Trains relevant managers including procurement: In addition, it states: 'We also ensure that those members of our own team with a direct involvement in specific areas of human rights risks, such as procurement, receive training to support their role.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] Score 2 <ul style="list-style-type: none"> Met: Both requirements under score 1 met
B.1.6	Monitoring and corrective actions	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Monitoring implementation of HR policy commitments: In its Annual Report, the Company indicates: 'In July 2016 we retrained all our people on our refreshed Code of Business Conduct (our Code) through eLearning, which for the first time integrated our Annual Certification of Compliance (ACC). All employees at manager level and above certified that they fully understood what was expected of them. [...] This year we further rationalised and simplified both our assurance delivery methodology and our controls assurance framework to focus on key risk areas. Deep dives into key operating areas, and expansion of our continuous monitoring

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>tool, created opportunities to leverage our shared service centres, allowing us to deliver assurance in a more efficient and effective way.' [Annual Report, 2017: diageo.com]</p> <ul style="list-style-type: none"> • Met: Monitoring AG suppliers: In its S&R Performance Addendum, the Company states: 'Our responsible sourcing programme follows a comprehensive but flexible process for identifying, assessing and managing social and ethical impacts in our supply chain: an initial screening; a prequalification questionnaire which covers social and ethical risks including human rights; a qualification process whereby suppliers assessed as a potential risk are required to register with SEDEX (a not-for-profit organisation that enables suppliers to share assessments and audits of ethical and responsible practices with their customers) and complete a SEDEX Self-Assessment Questionnaire; and independent audits of suppliers who represent a potential high risk. These audits follow the SMETA 4 Pillar Audit Protocol, or equivalent, covering health and safety, labour standards, environment and business ethics.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Describes corrective action process: In its Human Rights Policy, the Company indicates: 'The standard is a contractual requirement and failure to deliver appropriate mitigation may result in a change to the ongoing business relationship and cessation of trading. We will work with our suppliers to develop, support and implement effective mitigation as appropriate.' However there is no further information about the corrective action process. [Human Rights Policy, Jul 2018: diageo.com] • Not met: Example of corrective action • Not met: Discloses % of supply chain monitored: Although the Company discloses some figures about potential high-risk supplier sites audited, there is no information about the percentage of supply chain monitored. [Annual Report, 2017: diageo.com]
B.1.7	Engaging business relationships	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: HR affects selection of suppliers: In its S&R Performance Addendum, the Company indicates: 'Our procurement practices require suppliers to be assessed as described above as part of their listing. All suppliers are required to meet the minimum requirements set out in our Partnering with Suppliers Standard, which is a minimum contractual requirement.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com & Partnering with suppliers - our code for suppliers: diageo.com] • Met: HR affects on-going supplier relationships: In its Human Rights Policy, the Company indicates: 'The standard is a contractual requirement and failure to deliver appropriate mitigation may result in a change to the ongoing business relationship and cessation of trading.' [Human Rights Policy, Jul 2018: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Both requirement under score 1 met • Not met: Working with suppliers to improve performance
B.1.8	Approach to engagement with potentially affected stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Stakeholder process or systems: The Company lists various stakeholders on its website including farmers, local communicates, NGOs etc., and regular engagement methods with them. However, it is not clear if the engagements are conducted regarding human right related issues. In addition, the Company has skills and empowerment projects for women, the youth and farmers, however, it does not describe systems to identify affected and potentially affected stakeholders. [Stakeholder Engagement: diageo.com] • Not met: Frequency and triggers for engagement: See above • Not met: Workers in SC engaged • Not met: Communities in the SC engaged <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Analysis of stakeholder views and company's actions on them

B.2 Human Rights Due Diligence (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Identifying risks in own operations: In its S&R Performance Addendum, the Company states: 'We have developed a programme to assess human rights throughout our business and end-to-end value chain. This is prioritised based upon risk assessment, reflecting external awareness of human rights risks by geography and issue, and our own assessments of our value chain. This risk assessment is an ongoing process and reacts to emerging human and labour rights issues. Our human rights assessments include our own operations and those of our suppliers, including primary producers such as farmers, and the consumer markets where we operate. A local level risk assessment considers risks in the immediate market. We consider all aspects of human rights during our assessment programme, both through focused assessments and through our routine engagement with key areas of our value chain such as agriculture. The programme is progressively addressing all of our markets, and is undertaken by specialists in human rights alongside our own teams. We also ensure that those members of our own team with a direct involvement in specific areas of human rights risks, such as procurement, receive training to support their role. Our programme engages with the different stakeholders in our value chain, identifying those potentially affected by human rights risks.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Identifying risks in AG suppliers: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Ongoing global risk identification: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: In consultation with stakeholders: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: In consultation with HR experts: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Triggered by new circumstances: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Explains use of HRIAs or ESIA (inc HR): In addition, it indicates: 'We have been signatories to the UN Guiding Principles on Business and Human Rights (UNGPR) since 2014 and continue to embed human rights throughout our value chain, using our robust and comprehensive Human Rights Impact Assessment (HRIA) in our markets, prioritised by risk and based on a global mapping process. We aim to conduct HRIAs in all markets by 2020. In 2017, we carried out HRIAs in Uganda, Mexico, Brazil, Turkey, Thailand, and Ghana.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com]
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Salient risk assessment (and context): As indicated in previous indicator, the Company carries out risk assessment ' . This is prioritised based upon risk assessment, reflecting external awareness of human rights risks by geography and issue, and our own assessments of our value chain. This risk assessment is an ongoing process and reacts to emerging human and labour rights issues. Our human rights assessments include our own operations and those of our suppliers, including primary producers such as farmers, and the consumer markets where we operate. A local level risk assessment considers risks in the immediate market. We consider all aspects of human rights during our assessment programme, both through focused assessments and through our routine engagement with key areas of our value chain such as agriculture. The programme is progressively addressing all of our markets, and is undertaken by specialists in human rights alongside our own teams'. [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Public disclosure of salient risks: See previous indicator. In addition, in its S&R Performance Addendum, the Company indicates: 'In line with the UNGPR, we have identified issues that are particularly salient to our business: labour rights, including the risk of child labour, especially in agricultural supply networks; land rights; treatment of contract labour and sexual harassment in the hospitality sector. These issues were identified as external risk factors in the places where we operate, rather than through reported incidents in our value chain.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			Score 2 • Met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	1	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Action Plans to mitigate risks: In its S&R Performance Addendum, the Company indicates: 'we have focused resources on awareness programmes around child protection, and measures to protect workers, including seasonal contract workers and sales teams working in bars.' However, there is no further information about the global system to take action, prevent, mitigate or remediate its salient human rights issues. [Annual Report 2018, 2018: diageo.com] • Met: Example of Actions decided: In addition, it indicates: '[...] we have developed a child protection programme for our work with smallholder farmers, and initiatives aimed at preventing sexual harassment in the hospitality sector. Each market has developed an action plan to address its specific risks. We have also developed contractor standards guided by the International Labour Organization's Declaration on Fundamental Principles and Rights to Work, focused on promoting conditions in which people can work in freedom and safety' [Annual Report 2018, 2018: diageo.com] • Met: Including in AG supply chain Score 2 • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: System to check if Actions are effective • Not met: Lessons learnt from checking effectiveness Score 2 • Not met: Both requirement under score 1 met
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0.5	The individual elements of the assessment are met or not as follows: Score 1 • Met: Comms plan re identifying risks: The Company communicates through its S&R Performance Addendum its process and triggers for identifying human rights risks. (See indicator B.2.1) [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Comms plan re assessing risks: The Company communicates through its S&R Performance Addendum its process to assess human rights risks and its salient issues. (See indicator B.2.2) [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Not met: Comms plan re action plans for risks: The Company communicates some actions taken to face its human rights issues, however there is not clear communication about its global system and Actions Plan. (B.2.3) • Not met: Comms plan re reviewing action plans • Met: Including AG suppliers: See above Score 2 • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

C. Remedies and Grievance Mechanisms (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	2	The individual elements of the assessment are met or not as follows: Score 1 • Met: Channel accessible to all workers: In its Annual Report 2017, the Company indicates: ' We expect anyone who comes across a breach to report it immediately, either through our confidential whistleblowing helpline SpeakUp, to their manager, or to a member of the global risk and compliance, human resources or legal teams. Alongside the independent phone lines, our diageospeakup.com website was refreshed in 2017 to make it simpler to report. It is now available in all our Code languages, and is also available to our business partners'. In addition, the Company indicates in its 'How SpeakUp works' document: 'SpeakUp is a confidential service for you (the reporter) to raise concerns about our business conduct, compliance and ethics matters, or to report a suspected breach of legal, accounting or regulatory requirements, our Code of Business Conduct1 ('Code'), policies and standards, or any questionable practice.

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>SpeakUp complements, but does not replace reporting issues to your line manager, Legal, Human Resources (HR) or Controls, Compliance & Ethics (CC&E) manager. If you are not a Diageo employee you are encouraged to raise your concerns with your most senior Diageo contact, the Diageo lawyer, or the market General Manager/function head.' [Annual Report, 2017: diageo.com & How Speak up works: secure.ethicspoint.com]</p> <p>Score 2</p> <ul style="list-style-type: none"> • Met: Number grievances filed, addressed or resolved: In its S&R Performance Addendum, the Company reports: 'In 2018, seven human rights allegations were raised via SpeakUp. Of the seven, five were substantiated. All but one of the seven investigations were closed out within our 60-day timeframe, demonstrating the seriousness and pace with which these matters are handled. The five substantiated cases related to: required social security fund payments not being made on behalf of employees (two cases); safety and security concerns (one case); a sub-contractor bringing on site an underage employee (one case); and treating an employee in a manner inconsistent with our Human Rights Policy (one case). We have taken action to address these issues.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2018, 2018: diageo.com] • Met: Channel is available in all appropriate languages: Its Ethics Point platform 'SpeakUp' is available in 21 languages: Amharic, Bahasa Indonesian, Chinese (simplified), Chinese (traditional), Dutch, English, French, German, Greek, Hindi, Italian, Japanese, Korean, Polish, Portuguese, Russian, Spanish, Swahili, Thai, Turkish, Vietnamese. [Speak up: diageospeakup.com] • Met: Expect AG supplier to have equivalent grievance systems: In its Code for Suppliers, the Company indicates: 'We expect our suppliers to provide a right to remedy for their employees through an accessible, trusted and fair grievance process.' [Partnering with suppliers - our code for suppliers: diageo.com] • Met: Opens own system to AG supplier workers: See above [Annual Report, 2017: diageo.com & How Speak up works: secure.ethicspoint.com]
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Grievance mechanism for community: Diageo's mechanism that is available to all employees and suppliers (and potentially affected external shareholders) is SpeakUp. In addition, on its website, the Company indicates: 'The service is available 24 hours a day, 365 days a year, to all employees, contractors or any other interested party such as suppliers or customers.' [Speak up: diageospeakup.com & How we manage compliance: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Describes accessibility and local languages: 'SpeakUp' platform is available in 21 languages, including: Amharic, Bahasa Indonesian, Chinese (simplified), Chinese (traditional), Hindi, Japanese, Korean, Swahili, Thai, Turkish and Vietnamese. In its 'How SpeakUp works' document, the Company describes the different available channel, and how each mechanism works. [Speak up: diageospeakup.com & How Speak up works: secure.ethicspoint.com] • Met: AG supplier communities use global system: See above [How we manage compliance: diageo.com & How Speak up works: secure.ethicspoint.com]
C.3	Users are involved in the design and performance of the channel(s)/mechanism(s)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Engages users to create or assess system • Not met: Description of how they do this <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Engages with users on system performance • Not met: Provides user engagement example on performance • Not met: AG suppliers consult users in creation or assessment
C.4	Procedures related to the mechanism(s)/channel(s) are publicly available and explained	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Response timescales: In its 'How SpeakUp works' document, the Company indicates: 'How Diageo will respond to an allegation is set out in the Breach Management Global Standard. The response will depend on the information provided, and there is no presumption that a report to SpeakUp will automatically trigger a formal investigation.' However, the Breach Management Global Standard is not available in the public domain. In its S&R Performance Addendum, the Company indicates: 'In 2018, seven human rights allegations were raised via SpeakUp. Of the seven, five were substantiated. The company state that they aim to address complaints 60-day timeframe, demonstrating the seriousness and pace with which these matters are handled.' [How Speak up works: secure.ethicspoint.com & Sustainability & Responsibility

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>Performance Addendum to the Annual Report 2018, 2018: diageo.com</p> <ul style="list-style-type: none"> • Met: How complainants will be informed: It also indicates: 'If you make a report and provide your name, then subject to specific in-country procedures, you should expect to be informed who the case leader is, and how and when they will contact you during any investigation. [...] Communication will be more difficult if you choose to remain anonymous. However by using your unique reference number or PIN, you can follow up on progress with your report and see whether investigators require further information.' [How Speak up works: secure.ethicspoint.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Escalation to senior/independent level: And finally, this document states: 'If an investigation is required, one Diageo employee will take responsibility for being the case leader, and following through on the allegation – including ongoing communication with the reporter. This employee may be different from the individual(s) conducting the investigation.', 'The majority of allegations will be referred to the Market CC&E managers to determine next steps, including whether it requires formal investigation. Where there are valid concerns about the independence of a market led investigation, or where the allegations made are considered sufficiently serious to require management by a global team, the GR&C team will decide how to respond. A definition of issues that require oversight by a global team is contained within the Breach Management Global Standard.' However, the Management Global Standard document is not available in the public domain. [How Speak up works: secure.ethicspoint.com]
C.5	Commitment to non-retaliation over complaints or concerns made	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Public statement prohibiting retaliation: In its 'How SpeakUp works' document, the Company states: 'Diageo has a zero-tolerance towards retaliation against anyone who has reported an allegation or supported an investigation in good faith. Any form of retaliation is considered to be a breach of our Code and therefore will be treated very seriously.[...]If you witness or are subject to retaliation, you should report it to Legal, HR, CC&E or to SpeakUp, providing as much information as possible.' [How Speak up works: secure.ethicspoint.com] • Met: Practical measures to prevent retaliation: In addition, it indicates: 'You may remain anonymous, and if so no attempt will be made to determine your identity through electronic means. [...] Anyone involved in an allegation should have an expectation of confidentiality – your name will only be made available on a “need to know” basis. If you are interviewed during an investigation, you are required to maintain confidentiality and not share with anyone details of your interview or involvement. Failure to do so may be considered a breach of our Code.' The speak up platform is handled by a third party. [How Speak up works: secure.ethicspoint.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Has not retaliated in practice • Not met: Expects AG suppliers to prohibit retaliation
C.6	Company involvement with State-based judicial and non-judicial grievance mechanisms	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Won't impede state based mechanisms • Not met: Complainants not asked to waive rights <p>Score 2</p> <ul style="list-style-type: none"> • Met: Will work with state based or non judicial mechanisms: In its Human Rights Policy, in the section about 'How to report a breach', the Company states: 'Where appropriate we will also engage with local judicial or non-judicial grievance mechanisms to address matters.' [Human Rights Policy, Jul 2018: diageo.com] • Not met: Example of issue resolved (if applicable)
C.7	Remedying adverse impacts and incorporating lessons learned	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Describes how remedy has been provided • Not met: Says how it would remedy key sector risks <p>Score 2</p> <ul style="list-style-type: none"> • Met: Changes introduced to stop repetition: In its Annual Report, the Company indicates: 'We have developed a child protection toolkit for markets where we have identified a risk, and initiatives aimed at preventing sexual harassment in the hospitality sector. We have also developed contractor standards guided by the International Labour Organization's Declaration on Fundamental Principles and Rights to Work, focused on promoting conditions in which people can work in freedom and safety.' [Annual Report 2018, 2018: diageo.com] • Not met: Approach to learning from incident to prevent future impacts • Not met: Evaluation of the channel/mechanism

D. Performance: Company Human Rights Practices (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.1.b	Living wage (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Living wage in supplier code or contracts: The Partnering with suppliers code states that 'We expect our suppliers to ensure employees are paid a fair wage, according to at least the legal minimum standards or appropriate industry standards, whichever is higher'. However the Company does not describe how this is taken into consideration in the identification and selection of suppliers or how it works with them to improve their living wage practices. [Partnering with suppliers - our code for suppliers: diageo.com] • Not met: Improving living wage practices of suppliers: See above [Partnering with suppliers - our code for suppliers: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends in progress made
D.1.2	Aligning purchasing decisions with human rights	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Avoids business model pressure on HRs (purchasing practices) • Not met: Positive incentives to respect human rights (purchasing practices) <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.1.3	Mapping and disclosing the supply chain	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Identifies suppliers back to manufacturing sites (factories or fields) <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Discloses significant parts of SP and why
D.1.4.b	Child labour: Age verification and corrective actions (in the supply chain)	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Child Labour rules in codes or contracts: The Company states in its Partnering with suppliers code that 'We expect our suppliers to adhere to applicable laws and regulations concerning minimum working age, and strictly to prohibit the employment of young persons below the age of 15 (subject to exceptions permitted by national law or the ILO)'. In its Sustainability and Responsibility Report, the Company indicates: 'Our due diligence approach focuses on child labour and is one of the areas that our human rights impact assessment robustly investigates'. However it does not disclose how it ensures its suppliers do not use child labour and verify the age of workers, nor remediation programmes. [Partnering with suppliers - our code for suppliers: diageo.com & Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: How working with suppliers on child labour: In its S&R Performance Addendum, the Company reports: 'We have identified child labour as a potential risk within our agricultural supply chains, and within Africa in particular. As a result, we evaluated farming activities and communities for this risk in five countries. None identified child labour in our supply chain, but we are aware that there may be a risk of children working on family farms. We therefore developed a child protection toolkit which we are implementing in all markets in Africa where we source from smallholder farmers. This will help our own people who visit farms build their awareness of the risks to children's safety, including what activities are unacceptable and pose a risk to their development, such as carrying heavy loads, using mechanical equipment, working with pesticides, and missing school to work in the fields.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2018, 2018: diageo.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Analysis of trends in progress made
D.1.5.b	Forced labour: Debt bondage and other unacceptable financial costs (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Debt and fees rules in codes or contracts: The Company states in its Partnering with suppliers code that 'We expect our suppliers to strictly prohibit the use of forced labour, whether in the form of slave labour, indentured labour, bonded labour, coercion of any employee through any means, or any other forms'. However it does not describe how these practices are taken into account in the identification and selection of suppliers or how it works with suppliers to eliminate imposing financial burdens. [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: How working with suppliers on debt & fees Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Analysis of trends in progress made
D.1.5.d	Forced labour: Restrictions on workers (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Free movement rules in codes or contracts: The Company states in its Partnering with suppliers code that 'We expect our suppliers to strictly prohibit the use of forced labour, whether in the form of slave labour, indentured labour, bonded labour, coercion of any employee through any means, or any other forms'. However it does not includes guidelines on worker's freedom of movement or how it works with suppliers to eliminate detention of worker's documents. [Partnering with suppliers - our code for suppliers: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: How working with suppliers on free movement Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Analysis of trends in progress made
D.1.6.b	Freedom of association and collective bargaining (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: FoA & CB rules in codes or contracts: In its Code for Suppliers, the Company indicates: 'We expect our suppliers to allow employees the freedom of association and collective bargaining in accordance with applicable laws and regulations'. However, there is no further guidelines, including prohibition of intimidation, harassment, retaliation and violence against union members and union representatives. [Partnering with suppliers - our code for suppliers: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: How working with suppliers on FoA and CB Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends in progress made
D.1.7.b	Health and safety: Fatalities, lost days, injury rates (in the supply chain)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Sets out clear Health and Safety requirements: The Company sets out clear Health and Safety requirements, such as: 'We expect our suppliers to meet applicable local and national health and safety laws and regulations, including those related to the construction and maintenance of facilities for employees and contract workers; We expect our suppliers to have a clear, publicly-available health and safety policy statement in place, be committed to developing and applying appropriate health and safety management systems (including clear assignment of management responsibility for health and safety), and to monitor and report corrective actions against incidents (accidents, near misses, etc.); We expect our suppliers to maintain a safe and secure working environment. This includes providing as a minimum access to adequate potable drinking water (complying with World Health Organisation and national standards and representative of headcount), safely managed sanitation services and hygiene facilities with running water and soap, ventilation, adequate lighting and temperature, personal protective equipment, and health and safety training to mitigate known hazards or potential risks;' among others. [Partnering with suppliers - our code for suppliers: diageo.com & Health, safety and Wellbeing Global Policy: diageo.com] • Met: Injury Rate disclosures: In its Sustainability and Responsibility Performance Addendum 2017, the Company discloses figures about injuries, lost days and fatalities. This figures include information from third parties and independent contractors. [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Lost days or near miss disclosures: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] • Met: Fatalities disclosure: See above [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: How working with suppliers on H&S • Not met: Provide analysis of trends in progress made

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.8.b	Land rights: Land acquisition (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Rules on land & owners in codes or contracts: The Company states in its Partnering with suppliers code that 'We expect our suppliers to respect the land rights of communities, including indigenous peoples'. However it does not describe how these practices are taken into account in the identification and selection of suppliers or how it works with them to improve their practices. [Partnering with suppliers - our code for suppliers: diageo.com] • Not met: How working with suppliers on land issues Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends in the progress made
D.1.9.b	Water and sanitation (in the supply chain)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Rules on water stewardship in codes or contracts: The Partnering with suppliers code states that 'We expect our suppliers to maintain a safe and secure working environment, providing as a minimum access to adequate safe drinking water, sanitary and hygiene facilities. [...] We expect our suppliers to continually strive to reduce their environmental impacts and manage their natural resources efficiently. This includes implementing measures to prevent pollution, minimise the use of energy and production of waste and manage water responsibly.. [...] We expect our suppliers to understand their water usage in context of local availability and quality and manage it appropriately to support sustainable water stewardship'. [Partnering with suppliers - our code for suppliers: diageo.com & Human Rights Global Policy, 2015: diageo.com] • Not met: How working with suppliers on water stewardship issues Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.1.10.b	Women's rights (in the supply chain)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Women's rights in codes or contracts: The Sustainability Responsibility performance addendum 2016 discloses that the Company signed the Women's Empowerment Principles, a joint initiative of the UN and the UN Global Compact. The Annual Report 2016 discloses that the Plan W 'aims to empower women, both our employees and those in our wider value chain, and enable them to play a greater role in the economy'. However there are not more details. [Sustainability & Responsibility Performance Addendum, 2016: diageo.com] • Met: How working with suppliers on women's rights: In its Annual Report, the Company indicates: 'We will only succeed in promoting inclusive growth if we enable women throughout our value chain to play an equal role in the economy and society – from the smallholder farmers who grow our raw materials, to the employees in our workplaces and distribution networks, to the people who serve our brands to consumers all over the world. To date, our programmes such as Plan W have empowered more than 390,000 women with access to training and skills. [...] we are now applying a gender-inclusive approach to all our community initiatives; this year we reached more than 164,000 women through our programmes. [...] In 2017, we worked with CARE on a gender analysis of our barley supply chain in Ethiopia, where we have developed local farming programmes. It showed that, despite expanding the number of supplier farmers from 1,047 to over 6,000 in four years, the proportion of female farmers increased by just 1% – largely a result of barriers to women's participation in the farmers' groups we work with and the land rights afforded to women. We're addressing this within our local sourcing programmes, enabling equal access to skills and resources for women farmers and supporting them within farmer unions and co-operatives.' [Annual Report 2018, 2018: diageo.com] Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made

E. Performance: Responses to Serious Allegations (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		No allegations meeting the CHRB severity thresholds were found, and so the score of 34.01 out of 80 points scored in themes A-D & F has been applied to produce a score of 8.50 out of 20 points for theme E.

F. Transparency (10% of Total)

Indicator Code	Indicator name	Score	Explanation
F.1	Company willingness to publish information	2.76 out of 4	Out of a total of 42 indicators assessed under sections A-D of the benchmark, Diageo made data public that met one or more elements of the methodology in 29 cases, leading to a disclosure score of 2.76 out of 4 points.
F.2	Recognised Reporting Initiatives	2 out of 2	The individual elements of the assessment are met or not as follows: Score 2 <ul style="list-style-type: none"> • Met: Company reports on GRI: In its Sustainability and Responsibility Performance Addendum, the Company indicates: 'Our disclosures are structured within two indices: the GRI index, which follows the GRI Standards, and the UNGC index, which follows the UNGC advanced reporting criteria.' [Sustainability & Responsibility Performance Addendum to the Annual Report 2017, 2017: diageo.com]
F.3	Key, High Quality Disclosures	0.5 out of 4	Diageo met 1 of the 8 thresholds listed below and therefore gets 0.5 out of 4 points for the high quality disclosure indicator. Specificity and use of concrete examples <ul style="list-style-type: none"> • Not met: Score 2 for A.2.2 : Board discussions • Not met: Score 2 for B.1.6 : Monitoring and corrective actions • Met: Score 2 for C.1 : Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers • Not met: Score 2 for C.3 : Users are involved in the design and performance of the channel(s)/mechanism(s) Discussing challenges openly <ul style="list-style-type: none"> • Not met: Score 2 for B.2.4 : Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts • Not met: Score 2 for C.7 : Remedying adverse impacts and incorporating lessons learned Demonstrating a forward focus <ul style="list-style-type: none"> • Not met: Score 2 for A.2.3 : Incentives and performance management • Not met: Score 2 for B.1.2 : Incentives and performance management

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2018 Key Findings report for more details of the research process.

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and Wales.

As CHRB Ltd, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.