



Enter



Dear reader,

It is with great pleasure and sense of responsibility that we are issuing our third consecutive corporate citizenship report, which details our actions in the area of Corporate Social Responsibility (CSR) and corporate governance. The aim of this publication is to illustrate our performance to our stakeholders, indicating that our sustainable growth principles may contribute to the elaboration of efficient strategies; strategies that ensure not only short-term results, but also long-term success.

In Diageo we want everyone to “celebrate life, everyday, everywhere”. We envisage a future of sustainable development and profitability, with responsibility to our people, consumers, customers, suppliers, namely our stakeholders.

In the three-year period covered by this report, the most notable challenges we encountered stemmed from economic instability and uncertainty in global markets. We are looking at the near and distant future with optimism and pursue a key target: we are striving to harmonise every single action and strategic choice of ours with the fundamental principles of sustainable growth. By 2011, we want to be recognized as a leading business, not only of the alcohol beverage industry, but also among the consumer goods companies in Greece.

In Diageo Hellas, we perceive business success in terms of both financial results and corporate citizenship performance. We attach great value to not only “what” we succeed but also “how” we succeed in attaining results. We want to grow without any compromises at any level. The facts and data presented here prove that we have achieved it.

In the financial years¹ 2007, 2008 and 2009, Diageo Hellas remained a profitable and growing business that has contributed significantly to the country’s economy through both our trading activity and taxation. Furthermore, we have maintained our headcount. We have invested in the training and skill development of our people. We have increased our investment in responsible drinking campaigns. We focused even more on vulnerable social groups and the environment. We developed our relationships with stakeholders.

This report details our actions in each of the above areas. We also provide data about our economic contribution and detailed information about the Code of Business Conduct that we implement, as well as all the regulations and policies that determine our decision-making.

I would like to warmly thank all Diageo Hellas people individually for their hard work over this period. I would like to also thank our stakeholders for their trust in us. They jointly add value to Diageo. They jointly demonstrate that corporate citizenship is not only a vision but an efficient and effective sustainable growth strategy. It is our strategy for the forthcoming years.

Tassos Evangelou
General Manager & Chairman of the Board
Diageo Hellas S.A.

About this report

Scope

This report covers the operations of the company: Diageo Hellas S.A., Spirits Trading, Importing and Representing Company, with registered offices in Maroussi, Attica, Athens and a branch in Kalamaria, Thessaloniki. Diageo Hellas is a member of the Diageo Group Company and it has no subsidiaries itself. The share capital structure is as follows:

- Diageo Scotland Limited: 0.04% (100 shares)
- Selviac International Spain, S.L.: 99.96% (276,400 shares)

This is the third consecutive corporate citizenship report issued by Diageo Hellas covering the activities of three financial years. The financial year for Diageo starts on 1st July and ends on 30th June. Thus the period covered herein includes:

- › **Financial year 2007:** July 2006 – June 2007
- › **Financial year 2008:** July 2007 – June 2008
- › **Financial year 2009:** July 2008 – June 2009

Our third corporate citizenship report introduces a number of innovations, which are listed below. It is a fresh effort with a totally new starting point, which is considerably different from the past. We hope that it successfully tackles the areas of improvement and responds to the contemporary and established international standards, reflecting in the best possible manner our actions and the philosophy behind them.

The two previous reports covered the following periods:

- › Our first corporate citizenship report, issued in 2004, covered:
 - Financial year 2003 (July 2002 – June 2003), and
 - Financial year 2004 (July 2003 – June 2004)
- › Our second corporate citizenship report, issued in 2007, covered:
 - Financial year 2005 (July 2004 – June 2005), and
 - Financial year 2006 (July 2005 – June 2006).



New reporting standards

It is our aim to further ensure the reliability and integrity of all the information provided herein and to achieve harmonization with the international, widely accepted standards.

This third report is the first one prepared in accordance with the guidelines of the third version of the Global Reporting Initiative (GRI/G3). We used key performance indicators, wherever possible, to describe and evaluate our business performance.

We believe that this will help stakeholders to compare our performance with that of other companies across the business industries both in Greece and abroad. We thought that it was necessary to list our activities with reference to GRI/G3 indicators for the sake of readers. This is why the relevant table below shows which indicators are covered in which report pages.

According to the GRI/G3 standard, every company is evaluated and ranked under A, B or C application levels. Such application levels show the extent to which the GRI/G3 guidelines were adopted during data collection and corporate citizenship report preparation. The “+” sign next to each application level indicates that the verification and assurance of the content were assigned externally.

		2002 In accordance	C	C+	B	B+	A	A+
Mandatory	Self declared							
Optional	3rd Party checked							
	GRI checked							

About this report

Our corporate citizenship report conforms to the GRI guidelines and is rated B+. The assurance of the report's information was assigned to the KPMG Greece, the Greek office of the global network of professional services firms. The independent Assurance Statement of KPMG is inserted at the end of this report.

Harmonising the report with the GRI/G3 requirements was a valuable experience for all of us in Diageo Hellas. These requirements concern not only data collection and reporting but also the overall way in which every company has to specify, measure and report its actions and its results.

The reporting process

In order to ensure the integrity and smooth flow of information, we:

- › determined the performance indicators for each section;
- › collected information from external sources, as well, referring to them through the relevant references throughout the document;
- › prepared the report per activity and section;
- › verified the integrity of information and data with senior managers of Diageo Hellas and Diageo plc;
- › assigned the assurance of the report's content to an external organisation.

The priorities of Diageo Hellas

In Diageo we believe that a company has to approach its activities globally, view its business and social role integrally and enhance its actions and practices. It is however logical that companies differ from each other depending on the nature of their business activity and that they define their activities and priorities placing emphasis wherever they deem appropriate.

In Diageo Hellas, our primary concern is to promote responsible drinking. We want our consumers to enjoy responsibly our products on every happy

occasion. We commit to taking consistent and ongoing actions to this end in the forthcoming years.

Moreover, emphasis is placed on the following:

- › measuring and evaluating the results of our activities;
- › harmonising our activities with all the rules imposed by Diageo codes and policies globally
- › harmonising our activities and processes with the GRI/G3 requirements.

The next report of Diageo Hellas

The next corporate citizenship report is planned to be issued in 2011, covering the financial years 2010 and 2011.

We intend to improve our planning, preparing and reporting procedures, so that the next report may respond better to the GRI/G3 reporting.

Despite the fact that Diageo Hellas operates no manufacturing plants in Greece, we intend to place special emphasis on how we set and assess our environmental targets.

This third Diageo Hellas report is addressed to all our stakeholders. It is distributed in CD format, accompanied by a concise printed report. We believe that in this manner we facilitate readers, make the content we provide more usable and adopt an environmentally responsible practice. The report is also posted on our website www.diageo.com. All corporate citizenship reports of Diageo plc are also available.

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We celebrate life, everywhere, everyday

Diageo plc is world's leading premium drinks business. Based in London, DIAGEO trades in 180 markets and employs over 20,000 people. It is ranked by the Financial Times among the 150 largest companies in the world in terms of market value, and is listed in the London and New York Stock Exchanges.

Marketing, sales and distribution of the Diageo brands are organized across four geographic regions. The following table lists these regions and their approximate contribution in Diageo plc's operating profit during the 2009 financial year.

The geographic region of Diageo Europe yields approximately one third of the company's profit. The Southern Europe hub, with a turnover of approximately € 500 million, comprises Greece, Italy and Turkey as well as the overall beer portfolio for all countries of Continental Europe. The top brands for Southern Europe hub are: Johnnie Walker Red Label, Baileys, Guinness.

Geographic regions	Contribution to operating profit
Diageo North America	42%
Diageo Europe	30%
Diageo International (Latin America, Caribbean and Africa)	23%
Diageo Asia Pacific (Asia and Pacific Ocean coast states)	5%

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Our history

Diageo was founded in 1997, as a result of the merger between Grand Metropolitan and Guinness, and focused on the manufacture and distribution of premium alcohol beverages. Since then, Diageo constantly seeks to enrich its unique brands portfolio acquiring world famous labels and introducing innovative products. Diageo brand range includes eight of the top 20 premium spirits brands².

Many of our brands have got age-long history:

- Bushmills Irish whiskey – **1608**
- José Cuervo – **18th century**
- Ketel One Vodka – **1691**
- Guinness – **18th century**
- J&B Whisky – **18th century**

It is the spirit of those pioneers that still drives Diageo's business growth and innovation. Carrying on our tradition, we meet consumer needs and requirements through our wide portfolio of brands and by consistently investing in innovation. We aspire to create today some of the brands that will stand out for their heritage in the future.

Diageo heritage is not only associated with product manufacture but also with a spirit of corporate citizenship and ethics.

Diageo Hellas is a subsidiary of Diageo plc and leading³ alcohol drinks company in Greece. Its history dates back to 1992 while the business operates as Diageo Hellas since 2002. Diageo Hellas trades, in an innovative and responsible way, a unique range of spirit, wine and champagne brands that convey age-long tradition, and aspires to make our consumer's life moments special. Johnnie Walker, Haig, Dimple, Cardhu and the Classic Malt whiskies, Smirnoff Vodka, Gordon's Gin, Tequila José Cuervo, Bailey's and Grand Marnier liqueurs, Ursus and Veuve Clicquot champagne are only some of the most popular brands that we market and distribute in Greece. Diageo Hellas currently employs approximately 200 people. It has its registered offices in Maroussi, Attica, and operates a branch in Thessaloniki, while sales teams operate across the country.

History of Diageo Hellas

1992	1995	1998	2000	2001	2002	2005	2009	2009
United Distillers Boutari (UDB) and United Distillers Greece (UDG) are established.	UDB and UDG merge to create UDG, which acquires United Distillers Kanellakis.	Diageo is established following the global merger of Guinness and Grand Metropolitan. The Greek subsidiaries of both companies (IDV Metaxa and UDG) merge to form UDV.	The acquisition of Seagram's brands is announced.	The company is renamed Guinness UDV Hellas.	The trading name Diageo Hellas is adopted.	The portfolio of Diageo Hellas expands to include Ursus..	The portfolio of Diageo Hellas is enriched with Ketel One and Zacapa.	The head offices moved to Maroussi.

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Our brands

BLENDED SCOTCH WHISKY	MALT WHISKY	IRISH WHISKEY	GIN	VODKA	RUM
BELL'S BLACK & WHITE CRAWFORD'S DIMPLE HAIG J&B RARE JOHNNIE WALKER THE REAL MACKENZIE VAT 69 WHITE HORSE	COAL ILA CARDHU CLYNELISH CRAGGANMORE DALWHINNIE GLENKINCHIE GLENMORANGIE LAGAVULIN OBAN TALISKER	BUSHMILLS	GORDON'S TANQUERAY TANQUERAY N. TEN	BELVEDERE CIROC SMIRNOFF SMIRNOFF TWIST KETEL ONE URSUS NATURAL	CAPTAIN MORGAN PAMPERO ZACAPA
READY TO DRINK	TEQUILLA	LIQUEURS		WINES	CAMPAGNE
GORDON'S SPACE SMIRNOFF ICE	DON JULIO JOSE CUERVO	BAILEYS ROMANA SAMBUCA SHERIDAN'S		BARTON & GUESTIER BLOSSOM HILL	VEUVE CLICQUOT KRUG LA GRANDE DAME
		VODKA BASED LIQUERS			
		URSUS ROTER SMIRNOFF NORTH			
		SCHNAPPS			
		ARCHERS			

The Greek beverage alcohol market

- In 2009, the beverage alcohol market was estimated to be worth nearly € 1.6 billion⁴.
- In 2009, the total sales volume was estimated to be 83.9 million of 9-litre cases⁵, with the beer category dominating⁶. Of those, approximately 60% was consumed in the on-trade, i.e. bars, restaurants, hotels and other entertainment outlets. The remaining 40% was sold in retail liquor stores and supermarkets⁷.
- Diageo operates in the premium alcohol beverage market and holds a leading position at sales level in most alcohol beverage categories⁸.
- In this segment, whiskies maintain the highest sales volume. However, there has been a growing trend in white spirits, mainly rum and gin, as well as vodka-based liquors.

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The word **Diageo** comes from the words **Dia** (Latin for day) + **Geo** (Greek for world)

Diageo \ dē - ā - jē - ō \ noun
[Latin. *dia* day + Greek *geō* world]

Across the world, Diageo has a single purpose: that all people **celebrate life every day, everywhere**, whether they are shareholders, consumers or business partners.

Our purpose clearly reflects the impact we want to have on consumers, the market and society, namely on the broader environment where our products belong. It also reflects the principles and values by which we want to operate and grow.

Our corporate values are in the heart of our actions, set the framework for our corporate guidelines, and above all inspire our people's action within and outside work. In Diageo:

- **We are passionate about customers and consumers** Our curiosity and consumer insights drive our growth. We cherish our brands; we are creative and courageous in pursuing their full potential. We are innovative, constantly searching for new ideas.
- **We value each other.** We seek and benefit from diverse people and perspectives. We strive to create mutually fulfilling relationships and partnerships.
- **We give ourselves freedom to succeed.** We trust each other, we are open and seek challenge, and we respond quickly to the opportunities this creates.
- **We are proud of what we do** and how we do it. We act responsibly with the highest standards of integrity.
- **We strive to be the best.** We are always learning, always improving. We set high standards, we stretch to exceed them and we celebrate success.

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Our strategy in Greece

The key components

Diageo Hellas' business strategy is to deliver sustainable organic growth through the stewardship of our **outstanding⁹ range of premium drink brands, which accompany the consumer's special life moments**. This is supported by **strong financial discipline and cash management**, and, where appropriate, will be supplemented by new acquisitions, enriching the company's portfolio. Innovation is key factor in our growth.



Our ambition

Our key ambition for the period 2007-2011 is to be recognized as the most admired consumer goods company for our economic performance, our outstanding brand portfolio, our talented people, our corporate responsibility and ethics.

Our strategic objectives

- Maintaining our strategic advantage and driving our growth through an outstanding collection of brands, which hold a leading position in their categories and in every drinking occasion.
- Standing out for the innovative spirit that characterizes our company, our people and our products.
- Being the best working environment, by focusing on the development of our people, while attracting and keeping talented people.
- Being a strategic partner for our customers, suppliers and society, adding value to each of our partnerships.
- Pioneering in the promotion of responsible drinking and having a prominent role in tackling alcohol misuse.
- Accurately observing the corporate ethics that outline the way in which we work and operate within the entire scope of our business activity.

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Over the years, we have built a valuable mix of strengths and resources, through which we manage to target growth in both the good times and more challenging periods. Our consumer insights and investments and the tools we use enable us to be agile in response to global and local market changing conditions and maintain our leading role in numerous product segments and drinking occasions. Thanks to the skills and capability of the entire company, we demonstrate not only resilience but also the ability to capitalise on growth opportunities in all conditions.

A core value is our passion about customers and consumers. It should come as no surprise then that we constantly seek to understand their needs and requirements. This insight stands out across market and enhances our customer relationships and consumer satisfaction, urging them to celebrate with our brands every day, everywhere.

Our brands have broad consumer appeal in our country, as well as across geographies, and we seek efficient routes to market for drinking occasions. We use world-class marketing capabilities to combine the benefits of global scale with local insight and we act with flair and agility to delight consumers with both our trusted brand favourites and the introduction of new and exciting innovations. We strive to execute everything we do to the highest possible standard, and continue to invest in the skills of our leaders - developing leaders today for tomorrow.

We understand that our leadership as a company is benchmarked by more than just financial success. How we treat our people, the culture we promote internally, how we live

our values, and the way in which we positively impact those communities where we operate are also important measures. We seek to be at the forefront of industry efforts to promote responsible drinking and work with other business and social stakeholders to combat alcohol misuse. Our approach is based on three principles:

- › combating alcohol misuse;
- › setting world-class standards for responsible marketing and innovation;
- › promoting a shared understanding of what responsible drinking means, through constant consultation with our social partners and the academic community, in order to mitigate any negative alcohol-related effects.

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Sustainable growth

A sustainable business is one that ensures enduring performance. We believe that such a long-term target is achieved only by acting as a team. This is why in Diageo **we act as corporate citizens**.

Our concern is to ensure organic growth with balance between social responsibility and our right to trade freely. We aim at high performance in corporate citizenship and business integrity, because we deem them vital for our future.

We need to operate in prosperous, healthy communities that enjoy quality of life, where our brands meet consumers' needs and are valued by them. Contributing to the well-being of society is not only an imperative but also totally compatible with our business objectives. This is why, in Diageo Hellas, we design and implement corporate citizenship projects which are specific to the needs of our country. We regularly evaluate their impact so as to establish best practices and improve our performance.

We also want to mitigate our environmental footprint. It is our objective to have as little impact on the environment as possible and operate with ecological sensitivity. Diageo Hellas operates no product manufacturing plant in Greece. Nonetheless, it strives to increasingly prove its respect for the environment, setting relevant targets and recording their results.

Silver Winner CRI 2008

In 2008, Diageo Hellas took part in the first Corporate Responsibility Index (CRI) in Greece. It was ranked Silver Winner for its Corporate Social Responsibility performance to consumers, the supply chain, society, environment and employees.



As no companies were ranked in the Platinum and Gold categories, Silver winners were essentially received the highest distinction! It is a significant distinction that rewards our efforts and underpins our obligation to continue with increasingly higher performance in the future.

Based on the evaluation results, it is established that the fundamental responsible business standards have already been integrated into the company's operations at all levels. Room for further improvement lies in the management of relations with our suppliers, where very high performance levels are already scored. Finally, improvement may also be achieved in the management of matters concerning both the natural and the working environments.

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For centuries alcohol beverages have been part of celebration and traditions in many societies around the world. We are proud of the role of our brands in entertainment and social life while we passionately claim a positive role for alcohol beverages in society, as part of a balanced and moderate life style. When alcohol is misused, however, it may have harmful effects on the individual, their family and society at large.

In Diageo, we promote responsible drinking. Being world's leading premium drinks business, we believe that our long-term, consistent and efficient contribution to responsible drinking forms integral part of our business strategy. **We consistently demonstrate our commitment to Responsible Drinking through allocation of resources and dedicated talented people, who work to deliver consistent and effective consumer and stakeholder campaigns.** Our contribution develops in strategic directions.

We have set ourselves high responsible marketing standards

The Diageo Marketing Code

The Diageo Marketing Code (DMC), first adopted in 1998, mandates strict standards of responsible marketing rules, which apply to all our advertisements and promotions, market research and new brand development activities. Compliance with this Code is mandatory not only for Diageo people but also all the agencies working with us.

The strategic framework is founded on a set of principles. According to such principles, marketing campaigns **does not:**

- › target at and appeal to people younger than the legal purchase and consumption age for alcohol or 18 years old – whichever is higher; this is also true for the content of the messages and the places where they are promoted;
- › present abstinence from alcohol negatively;
- › depict or encourage excessive or irresponsible drinking;
- › show or imply a connection between alcohol and violence, anti-social or offensive behaviour;
- › present high alcohol content as a advantage of appeal or preference for a brand;
- › imply that alcohol can offer any medical or therapeutic benefits;
- › depict drinking before or during activities, or locations, or in situations, where alcohol consumption would be unsafe or unwise, such as driving or operating machinery;
- › imply that drinking enhances sexual attractiveness or is a requirement for social or sexual success.

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The Diageo Marketing Code sets out global minimum standards that apply everywhere. It applies in conjunction with the national applicable laws and regulations of the country or market, as well as other industry codes. The Diageo Marketing Code may be strengthened to address specific local issues, but it may not become more lenient.

Marketing Code compliance

Compliance with the Diageo Marketing Code is mandatory. It is the fundamental responsibility of the General Manager and Marketing Director in all the countries and markets. It certainly involves all the company functions that are responsible for the management of Diageo brands and reputation at global level.

Similarly, every newly hired employee receives a copy of the Diageo Marketing Code and is trained on its key principles. Training seminars are offered for all teams involved, such as Consumer and Customer Marketing, as well as for external partners every

1-2 years. Online e-learning course is available internally for employees at all times.

Every year, each local Diageo team fills out a self-evaluation questionnaire regarding their compliance with the Diageo Marketing Code and Diageo Digital Code. Finally, senior managers must complete an annual compliance certificate signifying their adherence to the above Codes.

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SmartApprove

Every stage of a marketing campaign is reviewed in terms of its compliance with the Code provisions and is approved through SmartApprove, an on-line review tool. This tool involves our marketing, intellectual property, legal and corporate relations team. Nearly 10,000 marketing projects have been reviewed through the process since **SmartApprove** was launched! Greece is one of the 35 markets where this automation has al-

ready been introduced, while from 01/01/2008 to 30/06/2009, 534 marketing activities were submitted to the process.

In the period covered by this report, no breaches of our Marketing Code have been reported.

Diageo Marketing Code and Diageo external partners

Code compliance is mandatory not only for Diageo people but also for external partners. It forms an integral part of their contractual obligations. Advertising and PR agencies, market research companies, media buyers or digital media companies have received a copy of the Code in the context of our collaboration and must abide by its provisions.

Their staff is properly informed and trained so that every marketing and communication campaign designed by them adheres to the spirit and letter of the Diageo Marketing Code. Thus, compliance is ensured and **a spirit of responsibility is expanded** from alcohol beverage industry to other industries, too.

2009 Revision

The Diageo Marketing Code was revised and updated in 2009 globally, and took effect on the first day of the financial year 2010. It became more comprehensive and detailed. Maintaining the spirit of the first version, it incorporates new provisions, so as to respond to new requirements. The revision process was based on the feedback from stakeholders, because in Diageo we consider that dialogue is very important before

any major decision-making. The updated Code includes new guidance and enhanced compliance requirements. Thus, it reflects Diageo's ongoing commitment to be at the forefront of responsible marketing and effective self-regulation.

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Marketing and new media

Diageo is committed to implementing equally strict self-regulation standards to the new media. Digital marketing is evolving into a dynamic and rapidly changing field providing numerous alternatives. This is why the Diageo Digital Code (DDC) was revised to reflect these changes. The Diageo Digital Code regulates three key issues for all digital channels:

1. the posted content, which must comply with the Diageo Marketing Code regulations;
2. the placement of messages in the digital environment, and
3. marketing freedoms.

The Diageo Digital Code particularly emphasizes on limiting access and appeal only to those over the legal purchase age for alcohol in any country or market.

Research and responsible drinking

Knowing what Greek adults think of responsible drinking, based on their gender, age and education, is a key prerequisite for effective information and awareness-raising campaigns about responsible drinking and proper assessment of the results of our activities. We, therefore, need research information, which are specific to the Greek public, which we obtain through our co-operation with research companies.

Every company we work with complies with Diageo Research Policy. This Policy defines precisely who our respondents may be; when, how and why we can perform research; and what criteria may be used to shape our empirical data. Thus, we make sure that no underage persons are exposed to our research and that every contact with citizens is made in a responsible manner, even for research purposes.

The Self-Regulation Principles of the Hellenic Association of Spirits Companies:

“Drink responsibly”

As an active member of the Hellenic Association of Spirits Companies (ENEAP), and in the context of its self-regulation for consumer protection and information, Diageo Hellas supports all the self-regulation initiatives and suggestions. In 2005, the Self-Regulation Principles of the Hellenic Association of Spirits Companies (ENEAP) introduced the message: “Drink responsibly” in all advertising and promotional activities targeted at consumers.

The Self-Regulation Principles are endorsed by the Ministry of Health and the Self Regulation Council, which has undertaken to ensure compliance with the self-regulation framework. At the same time, the Self-Regulation Principles have been incorporated into the updated Hellenic Advertising and Communication Code.

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Promoting responsible drinking

Drink and drive

In Diageo Hellas we leverage our marketing knowledge and experience to design successful communication campaigns focusing on the issue of drinking and driving. Our aim has been to raise the awareness of as many members of targeted social groups as possible through successive campaigns.

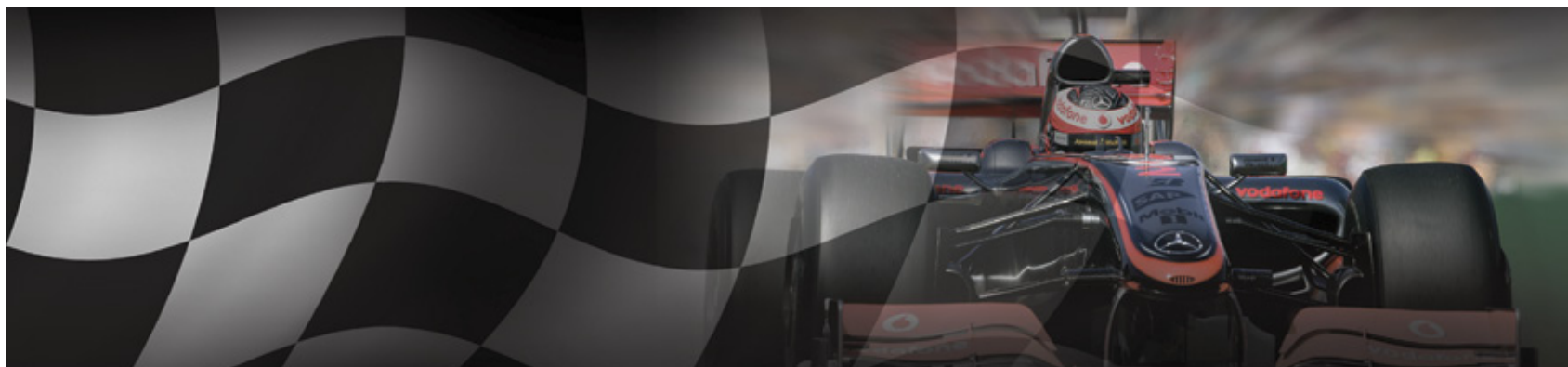
Since 2007, with the endorsement of Johnnie Walker and the valuable support of the Road Safety Institute "Panos Mylonas", we have been implementing initiatives and activations aimed at changing the drinking-and-driving mentality of Greek consumers. Our key messages are: **"Never drink and drive"** and **"Designate a driver"**.

Winners always stay in control

Johnnie Walker, F1 Vodafone McLaren Mercedes racing team, Mika Häkkinen

The primary communication platform is the sponsorship of Johnnie Walker to the F1 Vodafone McLaren Mercedes racing team. This sponsorship is a world-wide innovation. It is the first time that a spirit brand joins forces with motor racing to promote a Don't Drink and Drive message.

This innovation has attracted highly favourable feedback, which led us to adopt it in Greece, too. Sponsoring the most popular motor racing event is the most efficient way to approach the public and, especially, young adults, who are in process of adopting their habits and life style. Developing attractive and creative communication campaigns through the Formula1 world, we are able to convey essential messages about safe driving.



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In Formula 1, absolute control and safe driving practices are dominant. Racing performance alone is not enough. It is only through absolute control and safety that the world's most skilful drivers conquer victories. This is why responsible drinking and motor racing make such a perfect match. The ambassador of this effort is the F1 Champion Mika Häkkinen, who has a high impact on this targeted group. He has already played a major role so far, as indicated by the detailed description of the campaigns below, in both our contacts with consumers and information campaigns for our business and social partners.

Awareness-raising campaigns for the public and our stakeholders were first launched in 2007. There is a detailed list of all campaigns per stakeholder group as well as per financial year.



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Consumer Campaigns

Financial Year 2007. The first large-scale activation of Diageo Hellas for consumers «Pit Stop Here!»

On the occasion of the 1st Global Road Safety Week, Johnnie Walker and the Road Safety Institute "Panos Mylonas" inaugurated their collaboration.

Description:

The communication campaign included:

- 1. Participation in the road safety exhibition at the Syntagma Metro Station, Athens.** It was an exhibition of good practices held on 27 - 29/04/2007, under the auspices of the Ministry of Transport and Communications with the support of the Road Safety Institute "Panos Mylonas". The exhibition was advertised in the press of Athens. Diageo Hellas had a strong presence and attracted the public with the display of a Vodafone McLaren Mercedes racing car replica. The area was covered in communications promoting responsible drinking and abstinence from drinking when driving, so the message got across to everyone quite clearly. A large video wall showed a Mika Häkkinen video on safe driving as well as relevant messages of Johnnie Walker and others, while a team of promotion girls distributed information material.
- 2. Participation in the Athens International Motor Show.** Diageo Hellas cooperated with the Motor Press publishing group to communicate the message of responsible drinking to the visitors of the show, which was held on 12 - 20/05/2007.



- 3. Online competition.** Diageo Hellas invited the public to take part in a contest on a micro-site where people had to answer questions about safe driving and drinking. The contest ran in the context of the exhibition, between 15/05 and 30/06/2007, and was hosted on the homepage of the Motor Press publication group. It was also shown on video wall at "The Mall" shopping mall and promoted through banners on websites of various organisations such the Road Safety Institute "Panos Mylonas". Following a draw, 3 winners visited the Grand Prix F1 in Istanbul along with press representatives on 24 - 26/08/2007. Another 100 people won free subscription to the Auto Motor Sport magazine.

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All activities were strongly communicated by banners, coverage and press releases published in all the media and were covered extensively by press and nation-wide TV networks. Specifically:

Activities' promotion	Publicity
Motor Press publication group websites	2.9 mn. clicks / month
Motor Press group newsletters	88,500 emails in total
Advertorials and articles in publication group Motor Press magazines	420,000 readers / month
3 minute video clip on a video wall at The Mall	35,000 visitors / day

This action was also hosted on the website of the Road Safety Institute "Panos Mylonas".

Results:

- Over 10,000 Athenians were informed during the event at the Syntagma Metro Station
- Over 20,000 visitors were informed at the Athens International Motor Show
- The contest attracted 6,162 participations; 3,060 participants gave correct answers. Out of all participants, 2,793 consented to receiving future communications about responsible drinking. Participants' answers to the online contest were analysed pro-

viding useful data about safe driving attitudes:

- 34.7% of participants drink once or twice a week
- 54.47% of them usually have one drink
- 59.03% of participants believe that one should never drink and drive
- 61.05% of participants stated that a friend is always the Designated Driver.
- 58.93% of them responded that the Designated Driver abstains fully from drinking in order to drive them home safely
- When asked what is the primary reason for not drinking and driving, participants responded as follows: family disapproval (35.39%); the possibility of a fatal road accident (30.56%); the possibility of injury (25.74%); strict penalties (20.85%)
- 99.61% stated that a driver should not drink at all and 99.74% that there should always be a Designated Driver before going out.
- Extensive media coverage, as it is estimated that:
 - over 2.5 million readers were exposed to our messages and informed about our activities;
 - over 1.1 million TV viewers were exposed to our messages and informed about our activities.

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Financial Years 2008 & 2009. www.dontdrinkanddrive.gr



The website dontdrinkanddrive.gr was launched in 2008.

Description:

The dontdrinkanddrive.gr website provides abundant information about responsible drinking, hosts current competitions and/or other activations, including a timeline of activations. It offers practical and useful tips and highlights the concept of the Designated Driver. The Road Safety Institute "Panos Mylonas" has made a valuable contribution to the site providing content about safe driving and overall proper maintenance of vehicles. An attractive highlight of the site is F1 information and audiovisual content. Access is allowed to adults only.



Results:

- 14,633 unique users in total
- 4,605 participants in all competitions
- 6 links to other websites.

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A major communication campaign titled “You give the message” was organized from June to November 2008.

**Description:**

This effort was sponsored by Johnnie Walker and organized with the support of the Road Safety Institute “Panos Mylonas”, the Hellenic Institute of Transportation Engineers and Automobile and Touring Club of Greece (ELPA). The creative competition was supported by means of press and outdoor advertising, including large branding displays on buses that run on central routes in Athens.



At the same time, a trained Johnnie Walker team approached approximately 45,000 Athenians in entertainment outlets and before their evening out, communicating the message of responsible drinking and prompting them to decide their Designated Driver and take part in the online competition.

Diageo Hellas visited the Athens Tuning Show, distributed information material with useful tips on safe return home, and prompted visitors to participate in the competition. A similar information activity was performed at a students' festival.

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After evaluating the messages collected through the “You give the message” competition, the three winning ones were:

1. **Return home is on me!**
2. **Drive your friends to the party & park your drink!**
3. **Life is a magical journey. Be sober on the wheel!**

Each of the 3 grand winner received a trip to a Grand Prix race to experience first-hand the world’s unique F1 excitement, while 17 others won an original Johnnie Walker i-pod nano each.

Results:

- › **24,150** participations in the competition
- › **6,830** website visitors
- › **369,000** readers were exposed to advertisement in the national press
- › **Over 2,000,000** people saw the branding displays on ETHEL buses
- › **4.7** million people exposed to the internet campaign posted on 7 websites for 7 weeks
- › **30** references in radio shows on the 3 largest radio stations of Athens during the competition
- › A **survey** among people who gave their consent **indicated a major impact** on consumers’ views.

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Financial Year 2009. "We celebrate safely. A Designated Driver for every night out. Every night is a celebration!"

At Christmas 2008, the Road Safety Institute "Panos Mylonas", the Hellenic Institute of Transportation Engineers and Diageo Hellas through the Johnnie Walker sponsorship, with the support of the City of Athens, jointly ran another information and awareness-raising campaign on drinking and driving where the key message was "We celebrate safely".

Description:

The campaign included not only information but also a competition that was hosted on the www.dontdrinkanddrive.gr website and offered solutions for safe celebrations. Indeed, it was based on the positive, festive mood of consumers, their desire to celebrate and people's openness to optimistic messages at Christmas.

The mechanism was simple: visitors to the www.dontdrinkanddrive.gr site were invited to send the website link to friends via e-mail. The more email recipients accessed the website the closer to winning the initial sender got. In this manner, website visitors were multiplied enhancing their opportunities to be informed and adopt responsible drinking practices.

The City of Athens provided venues on central spots of Athens for stands where consumers were welcomed and informed; references to the event were made at the municipal radio station Athina 98.3.



The prize for the three top winners was an unforgettable New Year's Eve when a black limo drove them and their friends to the New Year's Eve destination and back home safely! The next 100 winners received a monthly pass for unlimited travels on mass transportation means, helping them to discover the alternatives for safe return home available in Athens by night.

At the same time, a Johnnie Walker promotion team, supported by the City of Athens, visited central spots of Athens

to offer practical tips, ideas and solutions for safe holiday celebration to 20,000 Athenians!

Results:

- > **14,000** participants in the competition
- > **3,700** website visitors
- > **2.5 million** people exposed to the internet campaign in 5 days.

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Diageo Hellas ran an information and awareness raising campaign about alcohol and driving from March to May 2009. The campaign was sponsored by Johnnie Walker and organized jointly with the Road Safety Institute "Panos Mylonas" and the Hellenic Institute of Transportation Engineers, with the support of the City of Athens.

Description:

People were invited to visit the www.dontdrinkanddrive.gr website and answer correctly a multiple-choice quiz on safe driving. Thus, participants became familiar with the Designated Driver concept and practicalities.

The prize for the 2 top winners was a trip abroad to experience the unique F1 sensation. Ten more winners were received free membership in road safety seminars, in order to earn knowledge and experience in safe and pleasant driving and feel stronger to deal with the daily challenges on the road. Many more participants won original gifts of the F1 Vodafone McLaren Mercedes racing team.

In the same period, a trained team visited central spots of the capital prompting people to access the www.dontdrinkanddrive.gr website, where they could take part in yet another interesting competition. At the same time, Athenians received printed material with useful tips, ideas and solutions for safe return home after their nights out.

The competition was advertised in the press and on the internet.

Results:

> **12,000** website visitors in the competition

> **Over 2,100** website visitors

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An independent market research agency was assigned to have our "drink and drive" campaigns measured and evaluated and, eventually, to improve them.

**Description:**

The respondents were 400 men aged 18-34, respectively for each of the categories below, of whom:

- Some had not been exposed to any of our campaigns
- Some had been exposed to our "Don't Drink and Drive" campaigns
- Other had been exposed to our Designated Driver campaigns.

Respondents were approached through telephone interviews in two stages:

- 1 week after their exposure to the campaigns
- 4 weeks after their exposure to the campaigns

Results:

- › The awareness-raising scores were impressively high. The interest remained equally high 4 weeks later.
- › The campaigns had a strong impact on people aged 18-24 who are not sufficiently aware but are more likely to adopt new driving habits and attitudes to driving after celebrating out.
- › The sense of responsibility to others increased; the level remained high 4 weeks later.
- › The responsible drinking message was properly decoded with long lasting impact.

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› An impressive percentage of respondents stated that they had been convinced to decide to be the Designated Driver for their next night out. This percentage increased further over the next 4 weeks!

› The intention to nominate a Designated Driver in all future outings was very high and kept rising a month after the campaign!

The fact that the change in the respondents' attitude persisted long after the end of the campaign was interpreted by the researchers as an indication of high effectiveness. Although all actions had an intimate and direct style to appeal to young adults, the research results established that they also had an informative and educating effect.

Respondents were specifically asked about the www.dontdrinkanddrive.gr website. 90% of them responded that they liked its content, found it interesting and instructive and that they derived useful advice about safe driving and responsible drinking. Thus, the core of our actions seems to have achieved its objective.

Research results were encouraging; we are thus continuing our efforts to spread the messages: **"Never drink and drive"** and **"Nominate the Designated Driver before a night out"**.



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Stakeholder campaigns

Financial Year 2008.
Mika Häkkinen visits Athens as Global Responsible Drinking Ambassador of Johnnie Walker and Diageo.

**Description:**

Two times F1 World Champion Mika Häkkinen visited Greece during his world tour aimed at promoting responsible drinking.

Diageo Hellas welcomed him organizing a **press conference** together with the Road Safety Institute "Panos Mylonas". On

5 February 2008, the famous champion contributed to raising public awareness regarding responsible drinking and safe driving. His message was clear: "Be the Designated Driver: Don't Drink and Drive".

On the same evening, Mika Häkkinen was honoured at the annual event "Men of the Year" organized by Status magazine every year. He received the "**Social Excellence**" award for his transition from World Champion role to the Global Responsible Drinking Ambassador role and his contribution to responsible drinking. The event was shown on television and broadly covered by the press.

Results:

Both actions had a major impact on both the institutional partners who were involved and the broad public, having attracted the interest of the media.

Specifically, the press conference was attended by **22 institutional partners**, including:

- Members of the Road Safety Institute "Panos Mylonas"
- Representatives of mass transportation means
- Representatives of the Traffic Police.

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Moreover, there were over **55 media representatives**, including reporters of four nation-wide television networks and journalists of daily newspapers, lifestyle magazines, automotive magazines and trade press. There were also representatives of the business world.

The media covered the press conference conveying the message of responsible drinking to 1.85 million television viewers, press readers and internet users. The awards event was broadcasted by the contracted TV network.



2009 Ermis Awards.

Another indication of our success in raising the awareness of our stakeholders was the recognition of the information campaign run in view of Mika Häkkinen's visit. A year later, the PR company Advocate Burson-Marsteller was a candidate of the 2009 Ermis Awards –Greece's communication and advertising awards- for the responsible drinking campaign «Be the Designated Driver» featuring Mika Häkkinen. The campaign ranked third in the "Global Concept Adaptation" category receiving the Bronze Ermis Award.

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Financial Year 2008. Diageo Hellas, sponsor of the 12th Economist Conference, promotes the responsible drinking message



Description:

Diageo Hellas was a grand sponsor of the event and took a major initiative, as the Economist's conferences offer an excellent opportunity to approach opinion leaders and representatives of social, government and business organisations. In collaboration with the Road Safety Institute "Panos Mylonas", it provides information and tries to raise the awareness of people who can then raise the awareness of the broad public, promoting the message: "Don't Drink and Drive".

On 8-10 April 2008, conference participants were informed about the objectives of the campaign and expressed their support by co-signing the message. They also received informative material, which featured the history of Diageo responsible drinking activations.

Results:

- › Diageo Hellas invited participants to sign the responsible drinking commitment, collecting 150 signatures! Signatories included ministers, deputy ministers, distinguished academics and business people from South Europe and foreign ambassadors.
- › Moreover, 1,700 leaflets with tips on safe return home, useful taxi phone numbers and detailed instructions about mass transport routes were distributed to participants.

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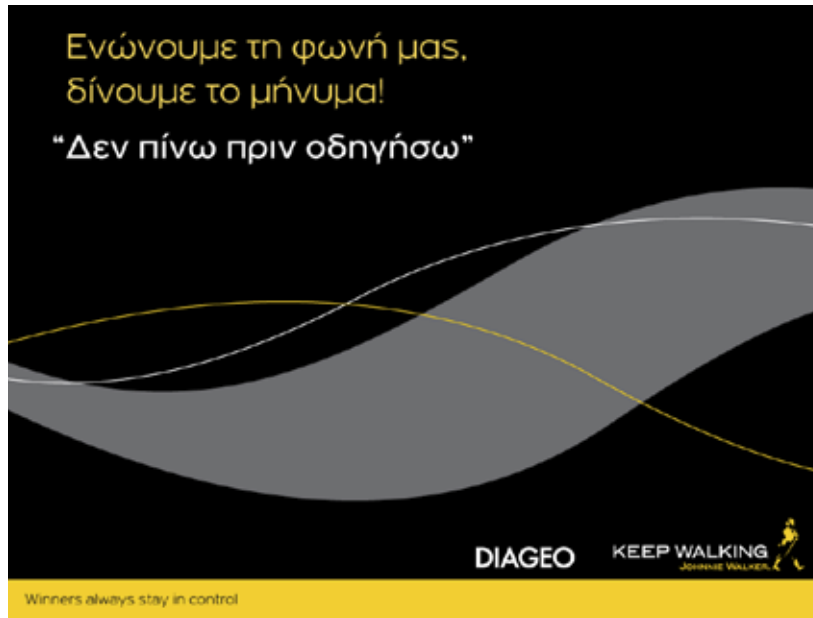
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Financial Year 2009.**“We unite our voices, we give the message:
“Don’t Drink and Drive!”**

On the occasion of the European Road Safety Day (13 October) we invited the members of the Hellenic Parliament to assist our effort and spread the “Don’t Drink and Drive” message, in collaboration with the Road Safety Institute “Panos Mylonas” and the Hellenic Institute of Transportation Engineers.

Description:

- We created information material which contained all the activations undertaken by Diageo Hellas since 2007 with measurable results and the commitment of our partners that “we will continue to work consistently and persistently to reduce road accidents associated with drinking and to establish a responsible attitude among Greek drivers”
- We sent personalized communication to all the members of the Hellenic Parliament, who were then contacted personally to collect endorsing messages.
- We participated in the Traffic Police congress on 16 October, where there were approximately 80 high-ranking officers of the Hellenic Police.
- We informed all the employees of Diageo Hellas as well as 471 business partners, including customers, suppliers and advertising and PR agencies.
- We sent a special press kit to the media.

Results:

- › **In total 73** politicians, including members of the Cabinet, were informed and gave their endorsing messages which were posted on our **www.dontdrinkanddrive.gr** website
- › **261** press kits were distributed to the media.

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Financial Year 2009. "We celebrate safely!" Volunteer ambassadors promote Responsible Drinking in the media



Description:

The financial year 2009 included another activity for the promotion of responsible drinking. Diageo Hellas managed to gain the voluntary support and engagement of a very high-profile group.

Vassilis Orfanos, Greek Enduro Champion who has conquered world distinctions with his motorcycle, joined forces with the distinguished automotive press journalists: Spyros Pettas, Evgenios Petoumenos and Eleni Lykissa.

They all appeared in an event covered by the media, where they stated that the Designated Driver is the "hero". It is the one who makes the night more pleasant and definitely risk-free for all their friends. They explained the Designated Driver concept stating that it is the person who has fun without drinking in order to safely drive his friends home. They stressed that this can be an alternating role and provided solutions and proposals for safe nights out, not only during holiday but on any and every occasion!

Results:

- › It is estimated that over **700,000** Greek citizens received the messages of Vassilis Orfanos and the group of journalists, which were shown on 3 television networks.

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On 25 and 26 April, Diageo Hellas renewed its appointment with the business and social stakeholders as well as opinion leaders who participate in the Economist conference.

Always with the Johnnie Walker brand sponsorship and the collaboration of the Road Safety Institute "Panos Mylonas", the Hellenic Institute of Transportation Engineers and the City of Athens, Diageo Hellas engaged the conference attendees around the theme **"We unite our voices, we give the message: Don't Drink and Drive"**.

In the context of the event, Diageo Hellas offered bottles of water the labels of which included the message: "Don't Drink and Drive". Participants were also asked to give their own message averting people from drinking and driving.

Results:

Over 80 endorsing messages were collected from distinguished representatives of the business community and the government. They are posted on the website www.dontdrinkanddrive.gr.

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In 2008, the website www.DRINKiQ.com was launched to inform the public about responsible drinking and the risks of alcohol misuse, raising the debate and serving as social networking media both among stakeholders and the broader public. Greece is among the first countries to post the content in Greek for the

public. The launch date of the Greek content for employees and external audiences is not within scope of the present report, namely 2010.

**Responsible serving**

The role of professional bartenders is critical to promoting moderate drinking standards in Greece. In the past, Diageo Hellas had developed and distributed the "Barcode", a manual for professional bartenders containing useful insights about responsible serving and useful information such as perfect serv-

ing, bartending and cocktail mixing.

In the past two years, we have supported a relevant initiative of our industry association, Hellenic Association of Spirits Companies (ENEAP) contributing to the development of information material.

Employee Alcohol Policy

Our people are ambassadors of Diageo and they enhance the reputation of our brands by demonstrating the benefits of moderate drinking when they decide to have a drink.

This is why Diageo prepared and distributed globally the Employee Alcohol Policy, which addresses not only alcohol at work but also drinking and driving, abiding by laws, excessive drinking and more.

Diageo is committed to ensuring that all its employees understand the nature and the effects of alcohol. Everyone is trained on the Employee Alcohol Policy about Responsible

Drinking, so that they promote the Policy principles on every occasion.

The Employee Alcohol Policy was translated into Greek and is available for all employees on the intranet. The Policy is also highlighted in internal communications and through regular communication initiatives that remind employees of the Policy basic principles, the key points, as well as of their personal responsibility as Diageo ambassadors. Similarly, all newly recruited employees are informed about the Policy as part of their induction.

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Establishing dialogue with stakeholders



To deal with alcohol misuse and its effects, we strive to establish firm and long-standing partnerships that maximise the effectiveness of our actions.

Road Safety Institute “Panos Mylonas”

Diageo Hellas established a strategic partnership with the Road Safety Institute “Panos Mylonas” as early as of 2007. It is a solid partnership, which is founded on our common ground. The Institute advises us on the messages we convey to drivers in the context of our information and awareness-raising activities. All the communication campaigns we have run so far to inform and raise the awareness of the public are based on this partnership, which was initiated with the campaign «Pit Stop Here».

Other strategic partnerships

We have been organizing actions jointly with partners, such as the Hellenic Institute of Transportation Engineers, the City of Athens and the European Transport Safety Council (ETSC). Through the establishment of solid partnerships, our work becomes more effective. Moreover, we can aspire to future synergies about responsible drinking, focusing on abstinence from alcohol before driving and the Designated Driver concept as an alternative for safe return home.

“Roads to the Future” -

Alliance for safety & courtesy on the road

The alliance “Roads to the Future” was set up in 2009 on the initiative of the Road Safety Institute “Panos Mylonas”. It is founded on the principle that different partners distribute rationally their contribution to individual road safety issues, thus achieving substantial long-term results. The aim of this alliance is not to substitute for the Government and its work, but to support awareness raising efforts about road safety, while attracting private investments.

The alliance is supported by the Hellenic Institute of Transportation Engineers, the European Transport Safety Council (ETSC) and European Road Safety Charter. It is under the auspices of the Ministry for Infrastructure, Transport and Networks, Ministry of Health, Ministry for Environment, Physical Planning and Public Works and the City of Athens.

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Diageo Hellas was among the first companies to sign the establishing act of the alliance. It is thus committed for at least three years to take actions on the issue of "Drinking and Driving", to communicate consistently its relevant activities and contribute to the promotion of the alliance's campaigns. The company thus demonstrates its commitment to **establishing a responsible attitude among Greek drivers.**

The members of the alliance also include the following companies: Cosmote, GENESIS Pharma, Attiki Odos S.A., Gefyra S.A.

The strategy and principles of Diageo Hellas are fully compatible with the targets of the alliance, including driving behaviour, study, research, information and training. The ultimate aim is the reduction of road accidents in Greece.



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Our global commitment

Diageo contributes to the well-being of the community in the countries where it operates. Supporting long-term sustainable initiatives, it promotes quality of life, enhances relationships with its stakeholders and engages its employees.

The company's financial commitment is to invest 1% of its operating profit in social projects around the globe.

Diageo's contributions include financial support, donations in kind, grants, as well as volunteer time of its employees. Its strategic areas of focus are:

- **Water of Life:** projects that protect the environment and improve access to safe drinking water. The relevant programmes concentrate on Africa and, thanks to them, 1.6 million fellow humans acquired access to safe drinking water.
- **Skills for Life:** projects that help socially disadvantaged persons;
- **Disaster Relief:** emergency relief aid to areas that have suffered major natural disasters.
- **Local Communities,** in the context of which we, as employees, actively participate in a social purpose.

Similarly, Diageo launched "Giving for Good" intranet website in December 2008 to enable voluntary, individual participation of the employees with donations or other contributions to the societies of the world. The Diageo Foundation handles and approves part of company's fundings, responding to applications from all over the world.



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Adding value to the society

In Diageo Hellas, apart from having focused on responsible drinking, which is directly connected to our business, we also strive to add value to society by means of increasingly intensive projects.

All actions are aimed at fulfilling Diageo's purpose and bringing to life our value "We are proud of what we do and how we do it".

Financial year 2007

- › Through the **"Christmas Smiles"** programme, we provided financial support to the Non-Governmental Organisation Anadysis, which was utilised for the operation of the Residential School for Independent Living and Education of Autistic Children in the island of Aegina.
- › In that spirit, we offered special educational material and toys to the **Stoupathio Foundation** for improving the skills of children with disabilities.

**Financial year 2008**

Always through the **"Christmas Smiles"** programme:

- › In 2008, we provided the Stoupathio Foundation with special educational material and toys, as well as sports kits.
- › We funded the Non-Governmental Organisation **"Arsis"**, which provides support to socially excluded young people through computer training courses. We donated 15 PCs and

5 printers. "Smiles" were continued throughout the year, with the donation of 18 more computers.

- › Similarly, at Christmas 2008, we offered 2 computers to the **Road Safety Institute "Panos Mylonas"**, while 4 more computers were donated in the following year.

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Community Day: a new initiative

In 2008, we signed up to the **European Community Day** initiative. As denoted by its name, we dedicate a business day to offer volunteer work for a specific community purpose. We thus bring to life our value to **be proud of what we do**, and enhance the spirit of voluntarism and teamwork among Diageo employees.

Community Day 2008: The PIN Project

In our first daily action as volunteer-employees, we took part in the 'PIN Project - Nail it!' of the Road Safety Institute "Panos Mylonas".



Description:

Diageo Hellas undertook to form teams of employees who, after being trained, would log and report the dangerous spots of the road network in several municipalities of the capital, thus contributing to the prevention of road accidents.

Before officially declaring its participation, the company asked the opinion of its people, who were requested to answer whether and to what extent, in their view, the "PIN Project":

- is responding to a social / local need
- is original, necessary and important
- is adding value, taking into account the time and the resources available
- is based on a clear strategy and implemented through a distinct mechanism
- is compatible with the parameters that have been set at strategy level for Diageo Hellas' Corporate Social Responsibility.

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Diageo Hellas' employees welcomed the initiative and were organised in teams. Each team coordinator was trained by the Road Safety Institute "Panos Mylonas" with respect to the procedures to be followed by their team. All participants were informed in detail on the areas they would cover and on the way in which they would assess and record the problems of each area's road network. The Community Day was realised in two phases: one in Athens and one in Thessaloniki.

Results:

In total, 125 employees visited the following 9 municipalities: Nea Philadelphia, Kaisariani, Petroupoli, Korydallos, Thessaloniki, Dafni (Daphne), Papagou, Pefki and Peristeri. They performed inspections, took photographs and they assessed and recorded more than 460 problematic spots of the road network. The Road Safety Institute "Panos Mylonas" undertook to advise the municipal authorities of the results of the inspections and monitor the repair and reconstruction of the recorded dangerous spots.

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In April 2009, we were recognized as Silver Winner in the Corporate Responsibility Index, of Business in the Community, first introduced in Greece. Following this distinction, we decided to revise our corporate citizenship approach with a view to enhancing our contribution to the Greek society.

In this spirit and in line with Diageo's global strategy, which is determined through the Skills for Life strategic area of focus, we decided to concentrate on one social cause. We considered that our contribution towards society shall have more value if it is consistent, continuous and forward-looking. We have chosen, therefore, to be associated with a Non-Governmental Organisation upon a long-term horizon, Cerebral Palsy Greece.

Description:

From now on, we shall support, both as a company and as volunteer-employees, the Leisure Time programmes of the "Adults' Club". We shall cover part of the operating costs of the club, which aims at the social integration of 48 young persons with moving disability as well as at their harmonious coexistence with non-disabled persons. The club provides opportunities for artistic, sporting, leisure and cultural activities and is comprised of 5 groups, each engaged in one of the following: Drama, Painting, Music, Dance, Literature and general knowledge. Each group meets once every week, for 4 hours. The groups are coordinated by members of the club's staff, who are experienced in handling and entertaining young adults with disabilities.



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Αγαπητοί μας φίλοι,

Θα θέλαμε να σας ευχαριστήσουμε από την καρδιά μας για την όμορφη ημέρα που μας χαρίσατε. Πέρασαμε υπέροχα και νιώθουμε ότι αποκτήσαμε πολλούς νέους φίλους. Αισθανόμαστε εντυπωσιασμένοι που σας γνωρίσαμε και ελπίζουμε ότι και εσείς περάσατε καλά μαζί μας. Πιστεύουμε ότι η μέρα αυτή ήταν η αρχή μιας μακρόχρονης και ουσιαστικής σχέσης μεταξύ μας και περιμένουμε με χαρά την επόμενη συνάντησή μας.

*Με την αγάπη μας,
Τα παιδιά της Λέσχης*



The targets of the “Adults’ Club” programme are:

- enriching the participants’ knowledge and experiences;
- providing opportunities to satisfy the members’ artistic interests;
- promoting team work;
- raising the general public’s awareness of disability issues;
- providing the opportunity for individual and collective creativity;
- developing substantial relationships between members and volunteers;
- improving the members’ quality of life;
- motivating and mobilising members outside their houses;
- member recreation.

The Cerebral Palsy Greece “Adult’s Club” has been selected because:

- › it is a pioneering and very important initiative as far as Greek society is concerned;
- › it is a reliable Non-Governmental Organisation, which is distinguished for its organisational structures;
- › it covers an essential social necessity;
- › it gives Diageo Hellas the opportunity to contribute not only financially, but also in terms of volunteering, thanks to the participation of its employees; Therefore, it maximises the company’s capability to contribute;
- › it makes such contribution measurable at all levels.

Results:

Diageo’s financial support has been used to cover operating costs and activities of the “Adults’ Club”.

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Community Day 2009: One day together with the members of the Cerebral Palsy Greece "Adults' Club"

Description:

On 22 May 2009, Diageo's employees in Southern Greece dedicated the Community Day to the members of the Adults' Club. More than 90 of our colleagues and 25 members of the club spent the day at the Attica Zoo Park. There, we formed 4 mixed groups, which took up many original and creative recreational and educational activities.

As a result we share some beautiful moments with our friends from the Club. We helped people with moving disability to meet other people, to have fun and to socialize.

At the same time, however, all of us, the people of Diageo Hellas, acquired priceless experiences and we realised our goal, of celebrating life, everyday. This was reflected in the relevant internal 2009 values survey, when 89% of the employees recognised the company's contribution to the community in which it operates. This ratio was increased by 5 per cent (84%), compared to that of the previous year, 2008.



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Disaster Relief



In the context of Diageo's "Disaster Relief" global strategy, which requires immediate provision of help to areas that suffered serious disasters, Diageo Hellas contributes own funds, mobilises its employees and draws on

funds raised by the Diageo Foundation, in order to relieve fellow humans hit by natural disasters.

During the summer of 2007, Greece suffered a disaster due to the fires. One of the consequences of the disasters was the serious injury and/or the loss of several fire-fighters in the course of their duty. At those difficult times, Diageo Hellas responded through its programme "Diageo...wholeheartedly" in October 2007.

Description:

This was a multi-faceted initiative, comprising, among others, the following actions:

- **Provision of support to the children of the seasonal fire-fighters who were mortally or severely wounded during the efforts to face the fires.** Diageo Hellas procured a significant amount for each of these children. Part of the amount was given in one lump sum. The remaining amount was deposited in a special bank account. Hence, starting from 2007 and for the following 4 years, on September 1st, equal parts are released for each child, in order to cover the costs of the school year that starts.

- **Donation initiative by Diageo Hellas's people.** The employees offered any amount they wished, in order to help those hit by the great fire disasters. Diageo Hellas doubled the amount, thus rewarding their initiative and maximising their contribution. The money was deposited in national relief account.

- **Financial aid to one of the company's employees,** whose property was damaged by the fires.



Results:

Diageo Hellas contributed substantially to the relief of fellow humans hit by the disasters.

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A new cultural centre for Abruzzo, Italy



The Italian village of Abruzzo was severely hit by the earthquakes in April 2009. As a member of Diageo Southern Europe, Diageo Hellas, together with the Diageo Foundation, supported Diageo Italia. Hence, the village's cultural centre was rebuilt and the local library, which was operating for all local residents, as well as the adventure playground, were restored.

DIAGEO Community Spirit

Since 2008 and after the results of the Corporate Responsibility Index, we have been marking our actions for the community and the environment the single title **Diageo Community Spirit**. Hence, we proclaim our determination to add value to society and protect the environment.

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We are envisaging the day when all Diageo brands will be produced by fully sustainable means and ways; when we will all work in sustainable buildings, which will not impact the environment. Diageo's Global Environmental Policy is rigorous. It is defined by a special committee and reflected every year on specific, measurable targets to reduce the company's environmental footprint in line with the Rio Summit guidelines.

In Greece, Diageo operates no manufacturing plants. We, therefore, focus on three areas.

Employee information and awareness-raising

We invest in employee information and awareness-raising. We want to promote an environmentally responsible way of life, not only at work but also in every sphere of individual activity.

We are moving towards that direction, trying to motivate and to inspire. To inform and to encourage. Therefore, we have taken up a number of initiatives.

GREENiQ

The global GREENiQ intranet was launched in 2009 and is available to employees as of 2010. It is a global project.



Description:

GREENiQ provides information material, practical advice and applicable solutions for energy saving and promoting a green way of life. At the same time, it organises programmes that bring employees from all over the world together, in order to share common targets. It creates participation incentives and enhances voluntary contribution.

Results:

➤ Through GREENiQ our actions for the environment will become measurable and it will be possible to assess their results for 2010 and in the future.

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“Citizens of the world”

In Diageo Hellas internal publication, titled “Diageo Spirit”, we created a special section under the title “Citizens of the world”.



Description:

The writings of editors who are the company’s employees, promote everybody’s active involvement in matters of environmental sensitisation.

Results:

➤ In a survey conducted in March 2009, 84.93% of the employees asserted that through Diageo Spirit they are adequately informed of Diageo’s relevant activities.

Other internal communications

WWF “Earth Hour”

Both at local and international level, Diageo countersigned its support to the WWF “Earth Hour” initiative. This is one of the largest initiatives against the climate change worldwide, in which we are actively involved as a company but also as individuals.



World Environment Day

On the occasion of the 36th World Environment Day, in 2008 we signed the “Voluntary Commitment” for water saving, in response to the call by the Mediterranean SOS network and other stakeholders from the academic community and the media.



At the same time, we encouraged our people to:

- switch off their computers and monitors at the end of each day;
- use the recycle bins for all recyclable materials;
- use the public transport or share cars with colleagues (car pooling);
- use new light bulbs also at their homes;
- respect water and treat it as a valuable asset.

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Sustainable building operation and environmentally friendly procedures

Hellenic Recovery & Recycling Corporation (HeRRCo)



Diageo Hellas has entered into contract with the Hellenic Recovery and Recycling Corporation.

Description:

Based on our volume of sales, we pay annually a financial consideration for the recycling of our packaging materials. Our participation in the Hellenic Recovery and Recycling Corporation is certified by the special sign on all packaging of the Diageo products.

Results:

As shown in the relevant table, the fee we paid in the three-year period 2007-2009 exceeds the annual average of € 280 thousand and corresponds to the recycling of over 40 million bottles.

	Fin. year 2007	Fin. year 2008	Fin. year 2009
Bottles for recycling	42,500,577	39,092,091	40,376,230
	Fin. year 2007	Fin. year 2008	Fin. year 2009
Recycling fees (€)	289,563	268,166	285,392

Recycling in our offices

In 2009, Diageo Hellas moved its head offices to Maroussi. Hence, we took the opportunity to consolidate best practices with a view to substantially contributing to the environment. We continued, of course, the recycling programme, which had already started from November 2008.



Description:

Before relocating, Diageo Hellas people dedicated two whole days, the "Clean Days", to sorting out and giving whatever possible for recycling. Right after relocating, the recycling was initiated again. All the wastepaper baskets next to desks were reserved only for recyclable materials (paper, glass, plastics and metals). The bins for the remaining refuse are located in a dedicated area. At the end of each day, recyclable materials are concentrated and weighed.

Results:

- › During the "Clean Days", 30m³ of recyclable materials were collected, weighed and transported.
- › In total, approximately 16 tons of recyclable materials were collected during the financial year 2009.

At the same time, we participated in the battery-recycling scheme in partnership with the AFIS (Portable Battery Recycling) company. At the new premises, as well, we regularly fill the dedicated bin, which is located at the building's main entrance. The target is to make our contribution in this field measurable as well.

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The environmental standards were among the criteria for selecting the new building. Employees have been informed at times so as to make every possible effort to save on energy and water. Initiatives in this direction have already started to be implemented.

Additionally, compared to the previous report, we tried to improve our data collection method. Since 2009 we have been applying new methods in the new building and we seek more accuracy in order to design systematic actions.

Description:

After setting up, the steps we have taken so far to save on energy at the new premises are as follows:

- We use energy-saving bulbs;
- We switch off the lights every night; Only some emergency light switches remain on;
- Every night, the cleaning staff switch off not only the lights but also the projection equipment in the entire building;
- All the electrical equipment at Diageo Hellas are of energy efficiency class A;
- All computers have flat screen monitors.

In the new premises we use water from the Athens Water Supply and Sewerage Company (EYDAP S.A.), in combination with an already existing water well, which is operated complementarily and is mainly utilised for irrigation. The steps we have taken so far for saving water are as follows:

- We use taps with sensors, which save water;
- We have installed water-saving hydraulic systems;
- We have a special contract for building maintenance, which provides for continuous leak detection.

Results:

In our Athens offices, electric power consumption reached 1,221 MWh and water consumption reached 679 m³ during the financial year 2009. The above measurements concern the surface areas occupied by Diageo Hellas.

Even though it is not within the scope of this corporate citizenship report, it is worth noting that as of 2010 we have started measuring the power and water consumption in our Thessaloniki building premises.

Moreover, every year, water quality inspections are conducted by an authorised partner from abroad, in both Athens and Thessaloniki premises. The employees' health is thus ensured. More data are set forth in the relevant section.

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The new building housing Diageo Hellas offices was selected on a prominent criterion: having good access to public transportation so as to reduce the need to drive to work. Moreover, we have launched a project for the measurement of CO₂ emissions released into the air as a result of our operation.

Description:

- Vehicle pollutant emissions are measured on the basis of petrol consumption.
- CO₂ measurement, which related with our business travels by air, is based on the number of miles traveled by Diageo Hellas people.

Results:

In the financial year 2009, measurements showed that company cars consumed 349,146 litres of petrol in total and emitted approximately 804 tons of CO₂. Flights taken by Diageo Hellas people for business purposes are estimated to have released 216 tons of CO₂¹⁰ into the atmosphere.

Goods transportation

Our goods transportation contractor is an independently audited company. This was one of our selection criteria so as to ensure that our environmental footprint is minimized during our product transports. The same company plans its deliveries to customers very carefully. Thus, it aggravates road traffic as little as possible and decreases emissions.

Additionally, in 2009 a major project for the harmonisation of a large number of product codes was initiated. Thus, it is anticipated that in 2010 costs will be mitigated and packaging volume will be reduced by 14%. The results of this projected will be accounted in the next report.

No environmental fine was levied on Diageo Hellas in the financial years 2007, 2008 and 2009. Being a purely trading company, the environmental impact caused by its operation is totally different from the one associated with manufacturing our brands.

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Volunteering activities and other restoration initiatives

“Diageo... wholeheartedly”



After the 2007 fires, in the context of the **“Diageo ... wholeheartedly”** Corporate Social Responsibility initiative, Diageo Hellas donated 168 fire-pump (30lt) water jackets to the Fire Brigade, with the support of the Diageo Foundation.

Description:

The official handing over of the fire-extinguishers took place during a special ceremony

at the Fire Service Headquarters, in the presence of the Fire-Brigade Chief and members of the families of the fire-fighters who had been fatally or severely injured at the time of putting out the fires.

Results:

The 168 fire-pump (30lt) water jackets reinforce the effort of the Fire Brigade to protect our country’s valuable natural wealth.

Community Day 2009, Thessaloniki: A day full of flowers



In the context of the Diageo Community Spirit, in 2009, our employees in Northern Greece offered voluntary work.

Description:

In an action organised on the World Environment Day, on June 5th, they took up cleaning, installing water supply pipes and planting seasonal plants in central squares of the city.

Results:

In three of Thessaloniki’s largest squares, HANTH, Navarinou and Aristotelous, more than 7,500 seasonal plants flooded the city with colours and filled the employees with pride, for having left a green footprint on the city.

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Our people are in the heart of our business. Through talent, skills and passion, they contribute directly to Diageo Hellas business performance. At the same time, Diageo Hellas consistently invests in the progress and personal development of employees, recognizing the role of its people to a sustainable business growth in the future.

Investing in our people’s development increases their individual capabilities, empowers our workforce collectively and spreads wealth to the country. In Diageo we aspire to provide an attractive working environment and inspire our people.

Number of employees ¹¹		
Fin. year	2007	202
Fin. year	2008	190
Fin. year	2009	199

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We engage and motivate our people

We aspire to become an iconic workplace; a company that attracts and retains the most talented people; a workplace that supports people to utilize their full potential and where every single employee can openly express their views.

The annual Diageo Values Survey



To measure the way our people live our corporate values every day and the engagement of our people, we use the annual Diageo Values Survey as a key tool. It is the most significant indicator helping us to assess the extent to

which our employees embrace the corporate values.

It is an anonymous questionnaire that all employees are invited to fill out every year, in order to evaluate the “what” and “how” of their personal performance in conjunction with Diageo’s performance. The questionnaire invariably includes the same questions in order to enable the analysis and measurement of progress over time.

Employees’ response rate in 2009 reached 99%! This rate is indeed very important, because it assures and confirms the effectiveness of this annual survey, maximizes the significance of its results and, most importantly, proves its very purpose: the engagement of people.

On the basis of the Values Survey, we measure:

- › our employees’ response to the Diageo’s five corporate values;
- › the Leadership Index;
- › the Drivers of our people’s engagement, such as ways of working, decision making involvement, integrity, collaboration and work-life balance.
- › the conditions that ensure our people’s engagement.

The annual Values Survey is a benchmark against previous year’s performance as well as against the results of European region and the entire world. The results are announced to all employees by means of a formal letter of the General Manager himself, which indicates the importance of the survey for the entire business.

Yet for Diageo Hellas the Values Survey is not only an evaluation but also a planning tool. This is why the results are not simply announced to employees but are openly and interactively

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discussed in work groups, where people bring out the priorities and contribute creatively and constructively suggesting ideas and solutions. Their input is taken into account by the management team. Thus, immediately after work groups, the management team members undertake to plan and implement specific actions, which are applied and monitored throughout the year.

Diageo European Forum (DEF)

The Diageo European Forum is a group of elected employees and management team representatives, which aims at enhancing dialogue. The Diageo European Forum (DEF) meets at least once a year for the official communication of Diageo's financial results and future plans. Globally, Diageo consults the Diageo European Forum (DEF) and takes seriously into account its opin-

ion on major changes that are planned and expected to affect employees.

The minutes of these meetings are available for employees on Diageo's international intranet. Moreover, the Greek intranet includes a special section where employees can find the minutes and relevant information.

Diageo Hellas has got a representative at the Diageo European Forum (DEF) who attends the meetings and is in contact with employees so as to bring their concerns to be discussed at European level. Indeed, our representative has been elected in the steering committee, which handles current issues, and acts as a contact between the DEF and the management team of Diageo Hellas.

Values Survey	Fin. year 2007	Fin. year 2008	Fin. year 2009	Fin. year 2011 target
Response rate	66%	85%	99%	100%
Result per corporate value:				
We strive to be the best	72%	75%	83%	90%
We value each other	73%	74%	81%	90%
We are proud of what we do	85%	84%	90%	90%
We give ourselves freedom to succeed	74%	76%	79%	90%
We are passionate about our consumers and customers	88%	87%	91%	90%
Drivers (factors that motivate our people to express their engagement)	29%	64%	77%	90%
Leadership Index	74%	77%	83%	90%
Engagement	84%	82%	88%	90%

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In Diageo, it is not only about “what” but also “how”. We are not only interested in what each one of us achieved but also how we did it. We want our people to embrace our values and turn them into behaviour standards. The behaviour and capability standards we stand for in Diageo may be summed up as follows:

- › **Diageo Leadership Standard:** it defines the leadership standard, the behaviours, the capabilities and the expectations from the management team for practical implementation of Diageo values.
- › **Diageo Capabilities:** they derive from the Leadership Standard and reflect the capabilities and behaviours that are expected from all employees.

Demonstrating these behaviours, we learn to work together, build relationships, inspire others, feel proud of our business and act as its ambassadors. This is why both candidates, during interviews, and employees are assessed on the basis of the Diageo Leadership Standard or Diageo Capabilities, depending on the job position.

Diageo Capabilities

- › Be authentic
- › Find solutions
- › Connect to the Diageo purpose
- › Manage people for success
- › Consistently deliver great performance
- › Grow yourself

Diageo Leadership Standard

- › Be authentic
- › Create opportunities
- › Bring Diageo purpose to life
- › Create the conditions for people to succeed
- › Consistently deliver great performance
- › Grow yourself

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We enhance our people's progress and success through reviews based on open and honest dialogue

Partners for Growth (P4G)

In Diageo we recognize that all the employees who contribute to the successful business performance have their own personal targets and career aspirations, too. Partners for Growth (P4G), our key performance review and development tool is founded on this principle.

It is intended to align personal and corporate targets, to establish strong relationships of mutual trust between employees and their line managers and to enable everyone to release their full potential.

The performance review is not a momentary and detached procedure in Diageo Hellas. On the contrary, it is a procedure that takes into account all employee activities and actions throughout the year.

In the beginning of every year, there is the first conversation covering the following areas:

- Big Hopes for the company and the employee
- Career Conversation about the employee's expectations and ambitions
- Performance Commitments, both qualitative and quantitative, undertaken by the employee
- Partnership Commitments undertaken by both the employee and the line manager, so as to support the employee to release his/her full potential.

In an open and honest conversation, every employee works with their line manager to align business targets with the personal aspirations and the performance and partnership commitments. The Partners for Growth (P4G) process ensures that employees have fully understood their targets and receive appropriate training to respond to expectations, while it also encourages every development opportunity.

All employees receive feedback about the review results and may request a revision during the year. The conversation may thus be resumed as necessary, enabling all employees to keep track of their targets, make any improvements deemed necessary, request support and derive the required verification.

Moreover, the P4G is identically implemented across the hierarchy levels of the company:

- every employee is assessed by their line manager;
- all line managers are assessed by the management team members;
- the management team members are assessed by their own line managers, respectively. If they hold responsibility positions at national level, they are assessed by the heads of South European hub teams. If they hold South European hub positions, they are assessed by the heads of Diageo Europe teams.
- the General Manager of Diageo Hellas is assessed by the head of Diageo Europe.

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A comprehensive, globally implemented performance review system delivers two major advantages: first, alignment with business targets at individual and team levels; second, a climate of merit is fostered, as everyone in Diageo Hellas is accountable for their decisions, “what” they achieve and “how” they do it.

The P4G process every year shapes the promotions of people who have proved that they are capable of undertaking more senior positions. Moreover, internal moves are decided giving the opportunity to employees to acquire more experience and deeper knowledge of the business from different viewpoints. Both promotions and moves enable the company itself to leverage the talent of its people.

Fin. year	Promotions	Moves	Retirements	Recruitments
2007	16	12	42	55
2008	14	12	35	45
2009	17	13	13	20

360 Feedback: We encourage our people to live the Diageo Capabilities and Diageo Leadership Standard; be receptive and open to honest dialogue and accept feedback. This is why we use 360 feedback. It is a global appraisal tool, which helps us understand how others perceive the impact of our work; how

we are viewed by not only our line manager but also our direct reports, colleagues or partners. The implementation of the 360 feedback is optional, and may be requested by anyone who wants to appraise or be appraised. Thus, self-awareness is enhanced on both sides and improvement areas are identified in a positive and unbiased climate.

Career Frameworks: We support our people to organize their career and development through the Career Frameworks. It is a tool, which provides detailed illustrations of the roles, the concept and the steps necessary in every career stage of a Diageo employee. They mainly cover sales, marketing, human resources and corporate relations, as well as financial and legal departments. The Career Frameworks bring to the fore and clearly delimit the P4G “Big Hopes”. Thus, every employee can plan their next steps in a flexible manner, aligning individual and corporate aspirations. Career Frameworks are available online; the Sales Career Framework has been translated in Greek.

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We strengthen our people's capabilities through training

The Diageo international framework offers a multitude of training tools, which specifically respond to the needs of the company. Many of the tools are available online so that people may use them in their every day practice and combine them with their duties at work. Others are delivered in organized training sessions.

Diageo Academy

It is an intranet platform of training material and online learning. Diageo employees globally have access to techniques and tools that help them develop their capabilities, obtain detailed information on corporate policies and conquer personal and business targets. The platform hosts courses for all Diageo people, both employees and managers.

The principal training courses available for all employees are:

- **Diageo Induction Programme:** training material for any new employee, at any hierarchy level, to become familiar with Diageo culture and way of doing business.
- **Diageo codes and policies:** special information material with guidelines, advice and frequently asked questions about the codes and policies of the company.

Training programmes for managers include:

- **KITE:** It is a fast-track development programme for managers to conquer Leadership Standard. It was launched in 2008 and is intended for managers who have progress potential, mainly in commercial functions.
- **Breakthrough Performance Coaching:** It was launched in 2009. It is a 6-month intensive course for senior managers and is based on the assumption that coaching can turn a good employee into an excellent employee.
- **People Management Development:** In Diageo, we all aspire to work for great People Managers; Leaders who know how to ensure the conditions for their people to succeed. The People Management Development programme is intended to help participants develop capabilities such as effective communication, negotiation and crisis management.

The programme's basic principle is utilizing the diversity of people and their views in correct decision making. The company is thus benefited from everybody's maximum contribution and everyone can express their views, enhance their critical thinking and engage in an open dialogue environment.

This programme was attended by a total of 71 senior managers of Diageo Hellas in 2008 and 2009.

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Functional Training: In order to meet training needs, we have developed a wide range of internal training courses that specifically meet our people’s requirements. Over 15 specialised training courses were held over the period 2007-2009; they involved both sales and marketing capabilities and communication and negotiation skills.

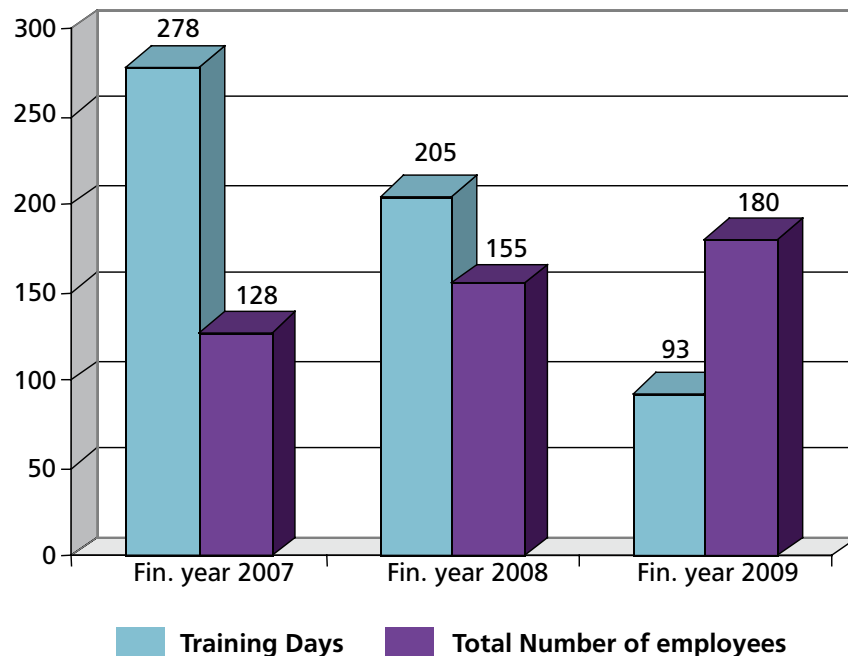
The bar chart shows the total number of people who were trained in Diageo Hellas in 2007, 2008 and 2009 as well as the total number of training days per year.

Furthermore, we encouraged our people to join training courses relevant to their job, which are organised together with expert third organisations. Such courses included subjects such as the Hellenic Accounting Plan (3-day training course); management of customer credit risk (3-day training course); contracts on avoiding double taxation – arbitration contract (2-day training course); and tampered product crisis simulation.

Additionally, the Postgraduate Subsidy Policy provides for the covering of 50% of MBA tuition fees for up to 6 colleagues every financial year.

European Graduate Programme: It is another Diageo global training programme in which Greece participates. It aims at attracting new talents to the organisation. Young people stand out for their academic performance and progress potential, through a complex and competitive procedure that is common to all European countries, thus obtaining employment opportunities in many countries. In total, four graduates have joined Diageo Hellas. They are a major source of talent, that’s why the organisation values and supports them, investing in their development.

Functional training statistics



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The Diageo Human Rights Policy details how we ensure fair treatment of all our current and future employees. This means that recruitment, remuneration and benefits, training, promotion, moves and employment termination are solely based on employee capabilities and performance, while they cannot be influenced by gender, religion, age, sexual orientation or disability. We implement a global recruitment policy, which includes rules about advertising vacancies, encouraging internal applicants, fair and objective applicant assessment and screening of references.

Human rights

We promote and protect human rights and freedoms under the Universal Declaration of Human Rights. The Human Rights Policy sets out the principles and standards implemented not only for our people but also for our partners. We also recognise the international labour standards as outlined in the seven principal Conventions and Recommendations of the International Labour Organisation (ILO).

We expect from our partners and any legal entity or person acting on our behalf to do the same. We consider adherence to all laws and ratified ILO conventions and recommendations imperative for our suppliers in particular, as outlined in our Diageo Supplier Standards. There is no significant investment agreement that includes human rights or that has undergone human rights screening.

Diageo makes no use of forced labour. There is no employee under the age of 18 years in the work force of Diageo Hellas.

Moreover, Diageo respects employees' freedom to association and right to collective bargaining for the purpose of promoting common goals. Every employee is expected to respect the human rights of their peers. Our business partners are encouraged to adopt similar standards with respect to human rights. Every new recruit in Diageo Hellas is informed about the Diageo Human Rights Policy.

Composition of human resources

In Diageo Hellas we record and monitor the composition of our human resources although we have not set any specific targets. Additionally, recruitment criteria as well as employee remuneration and benefit systems are based on experience, performance and suitability for the job. There has been no complaint for or incident of discriminatory treatment among our employees so far.

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Men - women % per hierarchy level				
Fin. year 2009				
	Men	%	Women	%
Management team	3	38	5	62
Line managers	34	60	23	40
Employees	82	61	52	39
Total	119	60	80	40

Employee % per employment contract type					
Fin. year 2009					
	Part time	Apprentices	Full time permanent	Total	%
Indefinite time	2	0	196	198	99
Definite time	0	0	1	1	1
Total	2	0	197	199	100

Jobs per age group							
Fin. year 2009							
	<25	25-34	35-44	45-54	>55	Total	Average age
Men	0	75	33	7	3	118	
Women	2	45	24	10	0	81	
Total	2	120	57	17	3	199	34.4

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Human resources composition per department and function	Fin. year 2009
General management	2
Marketing Department	26
Finance Department	25
Commercial Department	122
Corporate Relations Department	3
Human Resources Department	4
Legal Department	2
Logistics Function	4
IS Function	3
Procurement Function	2
Facilities Function	6
Total	199
Geographic composition of human resources	Fin. year 2009
Attica	148
Thessaloniki	31
Stereia Hellas (ex-Attica)	8
Macedonia (ex-Thessaloniki)	3
Thrace	3
Epirus	2
Thessaly	4
Peloponnesus	6
Crete	4
Islands (Dodecanese, Ionian, Cyclades, etc.)	2
Total	199

Diversity & Inclusion

“Diversity and Inclusion” is the name of the new learning module we launched in 2009 as part of the People Management Development training programme. The objective is to enhance managers’ skills in using diversity to improve team dynamics and decision-making. Starting from the concept that diversity leads to innovation, the programme lasts one day and includes the following:

- recognition of the influence exercised by functional/team leaders in the elimination of discrimination and enhancement of engagement;
- clarification of the People Manager role and the way in which diversity can be used to positively influence communication, cooperation and daily decision-making;
- linking of inclusion and diversity to success, talent management and employee and customer satisfaction;
- application of all capabilities to the contacts between employees and managers;
- development of an action plan helping People Managers put their learning into practice.

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On the basis of the Diageo Occupational Health and Safety Policy, a workplace of high standards is provided. At the same time, all the indices that ensure work life quality are constantly monitored. Additionally, there are numerous relevant benefits provided for employees and their families:

- **Occupation doctor** to whom all employees have access, according to the law.
- **Additional life and health insurance policies** for employees on indefinite time employment contracts.
- **Employee blood bank** in collaboration with the Laiko Hospital
- **First aid training.** It is held once a year for all employees in order to prevent any health risk.
- **Preventive water test.** Every year the water is tested for legionella bacteria in our Athens and Thessaloniki offices. This test is certified by an external partner that has ISO 9001:2000 accreditation. No such problem has been found to date.
- **Epidemics and pandemics comprehensive information and prevention.** The possibility of epidemics and pandemics is a serious concern and has been included in the Crisis Management Guide. The objective is to protect the health of Diageo Hellas people and prevent eventual disease. In view of the Avian Flu outbreak, the company had provided timely information to the employees distributing printed material.

In the case of the H1N1 virus, there was a formal communication to all company employees where special information leaflets were distributed. At the same time, instructions on the virus transmission prevention were posted at the workplace.

Every year, Diageo Hellas is audited by the international network for its health and safety standards. The first audit of compliance with global health and safety standards performed in the new premises in Athens resulted in the excellent score of 96.7%. In Thessaloniki the respective score was 100%!

No injuries or accidents at work have been reported over the past three years. Moreover, Diageo Hellas has never received any complaints nor has it been levied any fines regarding health and safety at the workplace. Diageo Hellas premises are mainly offices and not manufacturing plants, therefore there has never been non-bargaining issue about health and safety conditions with trade unions.

For prevention reasons, two-member teams were set up to assume responsibility for health and safety in our offices in Athens and Thessaloniki. Their purpose is to supervise and ensure the quality of the working environment in cooperation with technical and maintenance officers. At the same time, the Crisis Management Guide provides for a special team comprising management team members, which is established in the event of epidemics or any other incident that endangers the health and safety of employees. There is also provision for volunteer teams in the Athens and Thessaloniki offices, which will facilitate and ensure minimization of any incident.

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Diageo Hellas provides incentives for career development through performance-linked compensation. Moreover, it recognizes and rewards those who exceed their targets.

Remuneration Policy

Employees' remuneration packages consist of two components: the Base Salary and the Annual Incentive Plan (AIP).

The amount of the Base Salary is independent of and higher than the Collective Bargaining Agreement and is defined after extensive research and evaluation of each job position. According to Diageo's Policy, every employee who attains his/her goals is entitled to a pay rise, even if his/her salary is higher than labour market standard.

The AIP is defined on the basis of total annual income. It depends on the individual performance and annual business performance in Greece, namely team performance.

Sales and customer marketing employees are also entitled to a quarterly bonus, which they receive if they exceed their targets.

Every year, salaries are revised following relevant communication to employees. The company tries to make optimum use of its budget. Decisions are made on the concept of rewarding high performing employees in conjunction with their individual competencies and experience, taking into account internal balance and respective remunerations on the market. Time since the last pay rise and P4G results are also considered.

Other benefits

Company vehicles and mobile phones are provided as fringe benefits or business tools. Other benefits include free products and gift vouchers during major festive occasions, additional wedding premium, interest-free loans in the event of emergency, three-child allowance and entertaining events for employees and their family members.

Our purpose in Diageo Hellas is "to celebrate life, everyday, everywhere". So, when our people celebrate, we make sure that we provide them with the products for their special occasions.

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We recognize our people's contribution

Annual corporate conference



During the annual conference, the employees who are professionally connected with Diageo Hellas for long years are honoured, while colleagues who excelled during the past year are also recognized and awarded. The reward reflects the “what” as well as the “how” of individual performance and is granted to those who bring the Diageo values and ways of working to life everyday.

For all of us in Diageo Hellas, the annual corporate conference is a very significant event. It is the time when we make a review of our performance, plan our next steps and make sure that all of us individually and jointly know what we have to achieve and how. In this context, we recognize the people who did their best to carry through their missions driven by our values and corporate strategy. It is worth noting that in Diageo Hellas everyone has the opportunity to stand out for his or her capabilities.

In 2007, the criterion for employee selection and recognition was the implementation of Diageo values. Therefore, awards were given to all those who demonstrated over time that they can achieve excellent results acting consistently with the values of Diageo. Five awards were given in total, one for each Diageo value.

In 2008, employee teams were rewarded. The selection criterion was the successful handling of challenges. Ten awards were given, one for each team that excelled. A representative from each team describe on video:

- › what the challenge faced by the team was
- › what competencies, resources and strengths were used by the team to rise to the challenge, and
- › what other persons contributed.

In this manner it was made clear to everyone that individual efforts and team spirit can drive successful results. It was also proved in practice that the company and its people have the means and ways to effectively rise to challenges posed by the market and the external environment in general.

In 2009, twelve employees were rewarded. The selection criterion this time was the extent to which Leadership Standard behaviours were adopted in day-to-day business. Their efforts were described by their colleagues, who explained why they believed that the award winners deserved that recognition.

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It is a Diageo recognition programme, which is coordinated by our head offices and the central functions. It is mainly intended for the Finance and Human Resources functions, and recognizes people or teams, employed in these functions across the countries where Diageo operates, for the excellent implementation of policies, personal performance and original ideas. Candidates are nominated by peers via an online system.

Sales Competitions

The Commercial Department often set up high performance reward schemes and the prizes usually include trips abroad. Often, the destination is linked to Diageo brands' countries of origin. For instance, José Cuervo took the entire sales force on a trip to Mexico, while Baileys and Johnnie Walker have offered similar trips.

We inform and motivate of our people

We invest in communication, because we believe that it makes the difference in people; in a strong team; in a successful business. In Diageo globally and, naturally, Diageo Hellas, we place emphasis on internal communication. Internal communication is conducive to employee information, motivation and involvement. It helps our people understand how their achievements and contributions are linked to the business targets and ultimately Diageo Hellas performance. This is what every internal communication is designed to achieve.

Internal communication can be roughly distinguished based on its regularity. There are scheduled and established forms of communication ensuring that all employees are informed by the management team and that the management team is informed by employees keeping track of their challenges and successes. There is daily formal and informal communication

among employees at all hierarchy levels, in the context of their teamwork for the achievement of business goals.

Below, there is a description of all established forms of communication. We acknowledge however that the Diageo values about "what" we achieve and "how" are consolidated and illustrated mainly through informal conversations, daily documents, and the ways in which people communicate to execute their tasks.

Apart from the established forms of communication outlined below, employees are continuously informed about all the news and international initiatives of Diageo. Moreover, there are internal communication activities whenever there are major changes in its operation. Thus, all employees are fully updated and share the same information at all times. For instance, on

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the occasion of our move from Chalandri to Maroussi, Attica, we prepared and distributed a newsletter titled “New place, new ways”. It was distributed every week for approximately two months prior to the move. It had a dual purpose, on the one hand to provide a lot of essential and useful information about the new building, and on the other to prepare employees to experience the change positively. In the same context, employee teams were set up to work together in order to give their opinions and take initiatives for a new working environment that would meet the needs of the employees themselves.

Annual corporate conference

Every year, in the beginning of September, just after the start of the new financial year, all Diageo Hellas people meet at a venue for three days. Away from everyday routine and pressure, they have the opportunity to coexist socially, celebrate and exchange views and experiences. Most importantly though they can take their distance and view the company, its progress and their own role in it from a different perspective. In 2007

Diageo employees held their annual conference in Skafidia, Ilia, in 2008 on Mykonos island and in 2009 in Kalamata.

A number of presentations are made during the conference. During such presentations, management team members provide annual results reviews and outline the strategy and priorities for the new financial year. Thus, employees obtain a full picture of the company’s course, they understand what their individual contribution is and how they can take initiatives that will bring Diageo Hellas closer to its goals.

At the closure of the conference, employees do not simply return to work. They are asked to evaluate the experience they acquired responding to questions about the presentations: how comprehensible, complete and interesting they were; how much they engaged them and helped them realize how to maximize their contribution. They are also asked to give their opinion about the quality of the event to the last details and suggest new destinations for the next conferences. Their involvement is therefore positive and substantial.



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Every quarter, the General Manager of Diageo Hellas sends an information letter to all employees commenting on the progress of the company, concerns of the management and any other up-to-date or important piece of information.

Apart from the information letter, the General Manager often addresses the employees to announce the launch of major projects, new initiatives and actions taken by the company.

Management team meeting

The management team meets every month. The purpose is to monitor targets, exchange information and views, and resolve issues. Prior to the meeting, the members are notified and invited to suggest the agenda items giving an estimate required for each of them. Thus the meeting is well planned ahead, productive and constructive bringing solutions and results.

Briefings by department managers to their teams

Immediately after the management team meeting, directors hold meetings with their teams to inform them about the issues that were discussed focusing on those that concern the respective function. Internal meetings are also held whenever it is necessary. These meetings are partly established and form integral part of daily practice with the aim to coordinate and engage every employee.

Diageo intranet

Diageo Hellas has created an intranet, which is an information hub for employees. The intranet hosts updates about the activities of all teams and a wealth information material. Moreover, all the codes and policies, governing the operation of the company and regulating corporate governance and individual compliance issues, are also available on the intranet. Of course, employees also have access to a lot of training material on a wide range of areas covering everything about our brands and history of the company.

Diageo Spirit

In December 2008, a team was rewarded at the annual conference for ... its spirit! It was the editing team of the Diageo Spirit corporate newsletter. The name given to the newsletter actually communicates its very message, as it encompasses the spirit and the values of Diageo.

Diageo Spirit is a quarterly newsletter. The first issue was distributed in March 2008. The editing team includes people from all Diageo Hellas functions. Their role is to compile information, author or ask for texts from other colleagues and jointly create a publication that illustrates the course of the quarter and heralds future actions.

The Diageo Spirit is considered a best practice of internal communication and as such it is used as example in manager training courses organized by the Institute of Communication. On its first anniversary, we thought that a systematic assessment

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of the effort would contribute its improvement. Hence, we organized an internal survey to which 73 employees responded (37%). Based on the responses, the results were as follows:

- **80.82%** have read all the issues and 15.07% have browsed through them;
- **80.41%** find the Diageo Spirit contents interesting;
- **81.78%** find the Diageo Spirit layout pleasant;
- **91.78%** state that they actually like Diageo Spirit!
- **94.52%** believe that Diageo Spirit is a positive initiative for our organisation;
- **78.46%** find the Diageo Spirit contents entertaining.

By the end of 2009 a total of 6 issues had been distributed, while the editing activity is going on.



In Diageo Hellas we aspire to be recognized as one of the best workplaces. We systematically invest in the creation of a long-term culture that will attract the best talents of the labour market, and stand out for our contribution to our fellow people. Our distinction as CRI silver winner in 2008, was a step in this direction. It is not easy to measure how close we are to our goal. The criteria we employ include the number of CVs we receive and our popularity on career-builder websites such as www.kariera.gr. The figures available to us are the following:

Figures from the www.kariera.gr website	
Fin. year 2009	
Job postings on the website	31
Website visitors of the job postings	45,567
CVs received	5,227
Website visitors of Diageo Hellas corporate profile on www.kariera.gr	72,716

Our economic contribution

Our financial results demonstrate Diageo’s dynamics and resilience to the turbulence of the global economy. We support the sustainability of the market where we operate and contribute to its growth, through the “Value Chain” that we create.

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The term **Value Chain** describes a process whereby the economic value of our suppliers’ products and services increases through the management of high equity brands. We create Value Chains across the world, while we return a large part of the value generated to our stakeholders.

Moreover, in every market, we create jobs, profitable partnerships with many other businesses, and generate direct and indirect tax revenues for governments. Thus, we contribute to the growth and development of the markets and countries in which we operate.

According to 2009 data, the Value Chain of Diageo Hellas comprises:

- 199 employees
- 2,645 global and local suppliers
- Our wholesale and retail customers
- Millions of consumers who select our brands.

Financial results

	Diageo					
	International ¹²			Greece		
	Fin. year 2007	Fin. year 2008	Fin. year 2009	Fin. year 2007	Fin. year 2008	Fin. year 2009
Assets in € million	20,236.2	23,239.1	25,334.4	116.3	98.1	127.1
Turnover in € million	14,379.7	15,432.24	17,196.2	292.0	284.6	313.0
Operating costs in € million €	7,716.9	8,389.7	9,377.2	64.4	71.1	73.1
Operating profit in € million	3,130.6	3,227.7	3,420.2	14.2	12.0	15.5
Employees	22,520	24,373	24,270	202	190	199
Sales in millions of equivalent cases	141.3	145.0	141.3	2.2	2.7	2.2

Diageo Hellas’ top brands by sales volume are: Johnnie Walker, Smirnoff, Haig, Gordon’s, Ursus, Jose Cuervo, Dimple and Baileys.

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Economic value analysis

Diageo Hellas is trying to safeguard all links of the Value Chain in the country through the economic value it generates and distributes, as shown in the relevant table for financial years 2007, 2008 and 2009. In 2009, the turnover rose to €313.027 million, while the retained value amounted to €10.667 million. In 2009 alone, €90.2 million were paid in taxes to the Greek state, through Special Consumption Tax and other duties, accounting for **0.19%** of the Greek government's tax revenues for 2009¹³. Additionally, €42.6 million were paid as Value Added Tax.

in € million	Fin. year 2007	Fin. year 2008	Fin. year 2009
Direct economic value generated	291.960	284.586	313.027
Turnover	291.960	284.586	313.027
Direct economic value distributed	282.768	289.341	302.360
Operating cost	190.306	185.468	202.322
Employee compensations and benefits	10.266	8.657	9.289
Payments to shareholders (dividends)	0	15	0
Taxes and duties paid	82.143	80.030	90.153
Investments in corporate responsibility and social programmes	0.053	0.186	0.596
Economic value retained by the company	9.192	-4.755	10.667

Employee relationships

With the aim of sustainable employment, Diageo Hellas provides not only jobs but also training and development opportunities for approximately 200 employees in Greece. Enhancing our

people skills is beneficial for both the company and the country's labour force thus helping to raise the overall standard.

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Supplier relationships

The primary supplier of Diageo Hellas is the Diageo production factories, which supply the local company with packaged products ready for market distribution. In performing its business activity, though, Diageo Hellas works with numerous Greek and multinational businesses which provide us with advertising and media services, promotion materials, consumables, technology

products, telecommunications and other services. The multinational businesses are often selected on the criterion of their access to the global market. However, there are many Greek companies with which we maintain long-standing collaboration and which we encourage to develop in a competitive manner by the international standards.

	Supplier payments	Total suppliers	Supplier payments	Total suppliers	Supplier payments	Total suppliers
	Fin. year 2007 (in € millions)	Fin. year 2007	Fin. year 2008 (in € millions)	Fin. year 2007	Fin. year 2009 (in € millions)	Fin. year 2007
Domestic suppliers	51.2	1,883	52.5	2,602	64.6	2,587
Global suppliers	133.2	39	133.1	57	134.9	58
Total	184.4	1,922	185.6	2,659	199.5	2,645

During the three financial years 2007, 2008 and 2009, our investments to local suppliers have been channelled as follows:

	Fin. year 2007	Fin. year 2008	Fin. year 2009
Consumables	5.50%	3.87%	3.76%
Administrative support and other services costs	24.34%	19.76%	18.58%
Advertising and promotion expenses	70.16%	76.37%	77.66%

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The aim of every supplier is to ensure sustainability and stability, the highest possible quality, best price and service level and innovative solutions.

Yet, there is something more we request of a beneficial commercial relationship: **we ask our suppliers to operate in the same spirit as we do.** They must care for their work environment and their people's health and safety; do business with integrity and act as responsible corporate citizens in social and environmental issues. We believe that suppliers' operating at high standards enhance the supply chain of Diageo.

All the above are significant supplier selection criteria for Diageo globally, including Diageo Hellas, and are set out in our Supplier Standards Policy, which was communicated 1.5 years ago to our major local suppliers in Greece. They pledged compliance with it. Moreover, we measure and ensure the performance of our major suppliers through a self-assessment process. The procedure is based on a self-evaluation questionnaire, which encourages suppliers to score their performance in Corporate Social Responsibility and business practice issues as well as to identify, on their own, areas for improvement. If a supplier fails to meet the criteria, we try not to terminate the relationship, because this would not resolve the problem, instead it entails the risk of causing adverse effects, such as loss of jobs. The aim is to resolve the problem. We leverage our good supplier relationships and know-how to help improve their corporate citizenship.

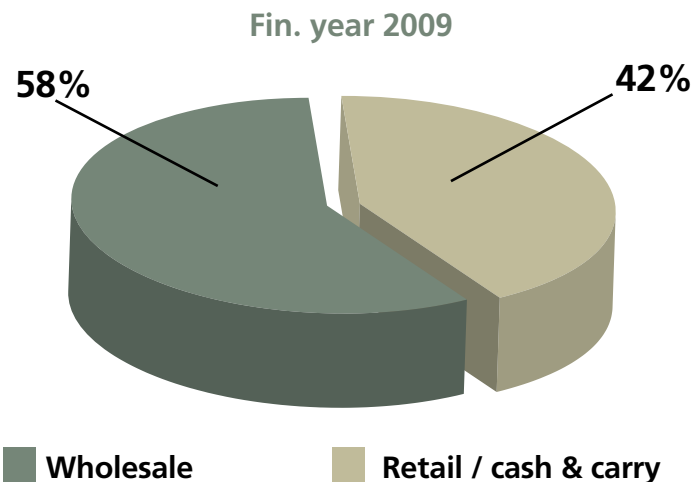
Diageo has got a structured Purchase Policy in place based on which company investments are evaluated. There is a List of Approved and Preferred Suppliers per category through which the company teams involved assess suppliers' performance in respect of the following parameters:

- Response to the partnership's requirements
- Quality of deliverables
- Price – quality ratio
- Delivery times and consistency
- Originality of ideas and innovation
- Reliability, good faith, confidentiality.

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Diageo products reach consumers through two major channels: wholesale and retail.



We try to provide our customers only with top quality products and much more:

- › We focus on identifying the business needs of our customers and respond to them. 62% of our commercial operations team, which includes the sales and customer marketing functions, deals with our customers exclusively. This proves the emphasis we place on each of them individually.

- › We provide our customers with know-how and resources for them to grow their operations, in a responsible and mutually beneficial manner. We organise employee training for our customers staff, in areas such as responsible serving and consumer service.
- › We design promotions that respond to the constantly changing needs of customers and consumers.
- › We constantly review and monitor both consumer trends and customer needs and requirements. We value their views regarding our know-how, performance and relationship at all levels and focus on improvement areas. In the past two years, we have been evaluating the progress of our relationship with each customer, comparing their satisfaction with Diageo against other suppliers.

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This is a regular survey, which we run in cooperation with an independent agency, in order to assess our progress in customer relationship development. The Customer Satisfaction Survey records our wholesale and retail customer views as well as the views of our people, in an attempt to acquire a complete picture.

Description:

The survey has been conducted every year, since November 2007. Customers' views and assessment are collected through questionnaires and interviews. The questions are designed so as to link our performance to specific parameters, such as:

- Leadership
- People development
- Provision of experiences to our consumers and customers
- Thorough measurement of performance
- Excellent relationships

Therefore, all questions are grouped according to these parameters.

Results:

The findings demonstrate that Diageo holds the top position in customer relationships within the alcohol beverage industry. Customers recognize that Diageo acts with responsibility, stands for its insights into customer and consumer needs, keeps its promises and implements its brand promotion campaigns with integrity.

With respect to the points for improvement, in 2007 it turned out that we must adjust our implementations, taking also into account our customers' preferences. It was demonstrated that we need to engage them as early as at the stage of setting our operating objectives and that we have to share with them information about our objectives and our strategy.

In an effort to utilize observations and enhance our relationships with our customers, in 2008, we managed to retain their high esteem, maintaining very satisfactory levels of cooperation. Moreover, our customers recognized the importance of our implementations in the on-trade. They also recognized that our products are always presented and served with integrity. For the future, our customers are asking for harmonization of our distribution plans with their goals and priorities. They are also expecting from us more help and support for their own business activity, even better marketing tools and development of their skills. The next survey will be conducted in the financial year 2010.

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Training programmes

The commercial team provides training programmes to the employees of our customers and the bartenders serving our drinks. The training covers areas such as product promotion, hygiene and knowledge on alcohol beverages. It also provides instructions on how an employee can advise an undecided customer, how to perfectly serve each drink and how to accurately observe the responsible serving practices.

Every year we perform product-training courses. Until the financial year 2009, we kept a training record only for our ultra premium brands, the preparation and serving of which is very important for us. Since 2009, we have been recording and shall publicize all trainings conducted for our brands.

Trainings for Diageo Hellas ultra premium brands

	Fin. year 2007	Fin. year 2008	Fin. year 2009
On-trade outlets	112	90	106
Training courses	157	125	135
Number of participants	828	1105	1144

Training for Diageo Hellas premium brands

	Fin. year 2009
Training courses (mentoring)	21
Special events	7
Communication programmes for the trainees, through sms and direct mailing	18
Number of participants (Bartenders)	200

Our brands and consumers

Our passion for consumers is expressed via three fundamental principles that govern our business activity.

Quality and Reliability

A top priority of Diageo is to ensure quality products to consumers. In this context, we cooperate with competent authorities, providing data about the composition and identification of original products, according to the letter and spirit of the

law. Whenever there is new import of products, the General Chemical State Laboratory conducts sample checks. Therefore, the quality of the imported product is ensured upon its placement on the market.

At the same time, Diageo takes part in communication campaigns that are intended to raise the awareness of the spirits trade about quality and consumer protection. We have also introduced safety innovations in packaging and has developed

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product authentication technologies designed to protect the integrity and quality of our brands. Finally, the high-end traceability system of Diageo products makes them immediately identifiable along the supply chain, from the manufacturing plant to the invoiced customer.

Our goal in Diageo Hellas is to care for the quality and safety of our products throughout the distribution and supply chain. Therefore, we impose strict criteria of compliance with our regulations to the logistics company with which we cooperate, thus ensuring the quality of our products at any time. Our partner is monitored through rigorous audits as to:

- the storage and transport conditions and processes which ensure the quality of our products
- repackaging
- the safe storage and transport of our products.

At the same time, we examine our customers' satisfaction levels for the transport and delivery of our products. Lastly, we expect from the company that handles our products to adopt environmentally friendly practices and energy-, waste- and hazardous substance- management systems.

All of Diageo's registered trademarks – i.e. words, trademarks, visuals, packaging labels and designs that make our products recognizable – verify to consumers the authenticity of the products they purchase. Thanks to the legislative framework and, particularly, the arrangements on trademarks, our brands are

protected from counterfeiting or any other attempt to gain an unlawful advantage. Accordingly, we copyright our communications, advertisements and pictorials created for communication purposes, as well as our domain names and websites. Business confidentiality, including, inter alia, recipes, distillation and extraction processes, pricelists and customer records, enables us to offer unique products to our consumers.

Information

We invest in consumer information and awareness, providing all the necessary information on the composition of our products, both on packaging and at the DRINKiQ website. Such information includes alcohol content, allergenic agents, guidance on responsible drinking as well as all the required data on the manufacturing, bottling and distribution of the product. We strictly adhere to the requirements in respect of consumer information and awareness, which are detailed in Diageo's Consumer Information Policy.

Respect and Responsibility

We strive to respond to our consumers' needs with responsibility and creativity. This is why, we:

- encourage creative thinking so as to develop our brands; deliver new propositions; design innovative communication and promotion; and provide our consumers as well as the new target audiences with unique experiences that responds to their needs and expectations.

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- communicate with our consumers with respect and responsibility. We take all necessary measures to establish that they are adults before allowing access to our websites or attempt any other communication as defined by the Diageo Marketing Code. We respect the personal data of our consumers and always ask for their consent to future contacts according to the law. So far, there has never been any charge or other issue regarding the management of our customers' and consumers' private data.

Problem or complaint handling

For the purpose of problem and/or complaint handling, there is a strict procedure in place, which ensures our reputation, customer and consumers relationships and product quality. The steps of the procedure are as follows:

- › we receive the bottle that showed up the problem;
- › we replace it free of charge, assuming liability for product defect;
- › we dispatch it to the manufacturing plant where it undergoes an exhaustive quality inspection, the findings of which are immediately communicated to us;
- › finally, we contact the consumer or customer to communicate the findings we received.

Over the past three years, we received and investigated a total of 273 complaints, coming either from our customers or consumers, without having established any quality problem. 75% of these complaints were related to taste, while the remaining 25% referred to issues regarding the authenticity of the product or bottle. Considering the fact that, during the respective three-year period, sales volume at Diageo Hellas has exceeded 7 million 9-litre cases the percentage of complaints is strikingly low.

	Fin. year 2007	Fin. year 2008	Fin. year 2009
Number of Complaints	121	80	72

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Corporate Governance

Having set ourselves high corporate governance and citizenship standards as well as business readiness specifications, we organize and monitor all our processes, manage our brands and shape our policies and strategies. Diageo Hellas operates under the coordination and guidance of Diageo plc. The main principle of corporate governance is sustainable growth and value creation through responsible management and effective control mechanisms, both internally and externally.

Board of Directors

Composition and mandate

Diageo Hellas is managed by its Board of Directors, which consists of 5 to 9 directors. The directors are elected by the General Meeting of shareholders for a five-year mandate, which is automatically extended until the first ordinary General Meeting after the elapse of their mandate, which may not exceed six years. The directors may always be re-elected; there is no provision for "non-executive" directors.

Power and responsibilities

The Board of Directors is responsible for the management of the Company's operations and assets as well as its representation. It makes decisions on all issues concerning the company, including third-party guarantees and assignment of the company's management to third-parties, within the scope of the corporate purpose. The only issues excluded are those that are within the exclusive power of the General Meeting under the law or articles of association.

The Board of Directors may assign some of its powers and responsibilities (save for those that require collective action), as well as the representation of the company, to one or more persons, directors or non directors, defining at the same time the scope of such assignment. In any case, the responsibilities of the Board of Directors are subject to articles 10 and 23a of the Law on Societes Anonymes (S.A.).

Formation

Upon election, the Board of Directors meets and is formed into a body, electing its Chairperson and Vice-Chairperson. Directors may elect one or two Managing Directors, defining their responsibilities. The Board meetings are chaired by the Chairperson. In the event of absence or impediment of the Chairperson, the Vice-Chairperson replaces him/her assuming all his/her duties; if the latter is absent or unable to act, he/she is replaced by the Managing Director or any other Director nominated by the Board.

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If for any reason whatsoever the position of a Director becomes vacant, the remaining Directors shall, provided that they are at least three, elect a temporary replacement for the remaining of the mandate. Such election is submitted for approval to the next ordinary or extraordinary General Meeting. The acts of the Directors thus elected are considered valid, even if the elections not approved by the General Meeting.

Board meetings

The Board meets regularly every month. It may also be convened at any time by the Chairperson or upon request of two Directors following a notice of two business days.

Representation – Quorum – Majority

Any absent Director may be represented by another Director. Every Director may only represent one absent Director. The Board reaches quorum and is in session when half of its Directors plus one, and in any case no fewer than three Directors, are present or represented. The resolutions of the Board of Directors are taken by absolute majority of the Directors present at a meeting.

Management Team

The management team is made up of 9 directors, under the leadership of the General Manager. It meets once a month, while extraordinary meetings may be held whenever necessary.

The management team is responsible for the compliance with all corporate policies and employees are responsible for their implementation, each one in their own area.

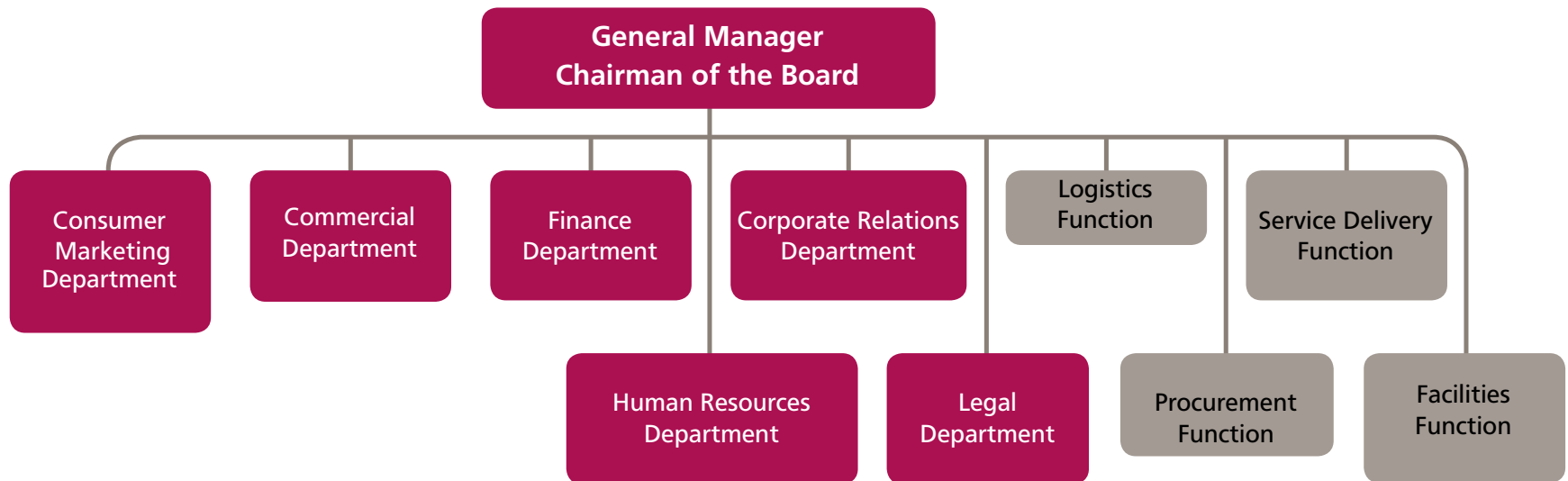
The management team actively engages in corporate governance issues, and its members take into account all Diageo principles and policies in view of any decision. Compliance with all the corporate governance principles is the explicit responsibility of all management team members. The financial resources for the strategic direction of corporate responsibility and ethics, including corporate citizenship, are allocated by the management team, which also approves the corporate citizenship report of the company.

The aim is to effectively manage threats and opportunities, so as to maximize the benefits from every business action and minimize any risks that could compromise the company's reputation, financial profits or resilience to its external environment. The Management Team is responsible for business risk identification, assessment and management.

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Internal Regulation

Diageo's Internal Regulation sets out the principles of smooth operation and is binding and mandatory for all employees. It includes provisions that complement the individual employment contracts, and stipulates the company's obligations, recruitment and employment termination procedures, voluntary benefits and moral rewards, as well as the disciplinary procedure.

Disciplinary violations, penalties and procedure are outlined in the Internal Regulation. Verbal feedback, verbal reprimands and written reprimands enforced by line managers are communicated in writing to the employee. The penalty or temporary discharge is enforced by the Managing Director or his/her Deputy. Prior to the enforcement of any penalty, the person who committed a violation is asked to defend himself/herself orally or in writing. The disciplinary decision is communicated in writing to the employee by his/her line manager.

Managing Risks

A company that sets sustainable growth as an explicit business principle sees to risk minimisation in all its decisions. The entire regulatory operating framework of Diageo is designed in such a manner as to enhance the reputation of the company and its brands, inspire the trust of its stakeholders and ensure all corporate citizenship parameters. This is the way to reduce business risks that could jeopardize the future of the company.

Business risk prevention

We believe that the best way to deal with any business risk is to share as much information as possible across the hierarchy levels and foster a climate of mutual trust, sincerity and freedom of speech.

To create this climate we implement the open door policy throughout the company. Even the layout of our new offices enhances this open collaboration and encourages exchange of views and information across the hierarchy levels.

Moreover, the annual internal Values Survey gives employees the opportunity to take a stance to relevant matters. In particular, employees are requested to clearly give feedback about and evaluate:

- › their engagement with the company, its values, practices and targets, and the working environment;
- › the motivation and guidance they receive in decision making and other similar issues, such as diversity acceptance, work-

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life balance, quality of collaboration within and across functions, and the company's integrity in its dealings with employees;

- › the management team and team leaders, in terms of developing mutually beneficial interactions.

Thus, constantly open top-down and bottom-up interactions are established in the day-to-day business.

As a result, the management team and employees share insights and problems and remain vigilant. They constantly supervise both the internal and external environment, demonstrate and inspire the most appropriate and mindful conduct and make sure that even the slightest concern that could evolve into a crisis is identified and reported immediately.

Furthermore, in Diageo we employ two fundamental tools, which are specific to internal control and crisis prevention, as well as crisis management, as appropriate.

CARM: Controls Assurance & Risk Management

CARM is the internal tool we use in Diageo to control our procedures based on concrete stages. It is globally implemented. Similar tools are imposed on listed companies in order to ensure their appropriate operation. In Diageo, however, CARM exceeds the minimum compliance requirements. It was our own decision to extend its scope to include procedures not only stipulated in the Sarbanes–Oxley Act of 2002 (SOX) but also non-SOX procedures. Diageo Hellas, as a Diageo plc subsidiary, complies with all the control and audit mechanism, which are applicable to a listed company.

The aim of CARM is to ensure and highlight the company's reliability at all levels. Additionally, Diageo has assigned the assurance of its policy compliance and proper operation to external auditors.

The CARM involves all the corporate functions, establishes a single framework of understanding and communication, and helps in the enhancement of all our efforts through annual reports, which guide the progress and ongoing improvement of the tool itself and its implementation. For all of us in Diageo, CARM is more than a control tool. It is the instrument that ensures that we are on track in respect of our principles and values as dictated by our corporate governance.

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Crisis Management Guide

Diageo Hellas has drawn up a detailed business risk management plan, the Crisis Management Guide. It includes incidents such as road accident with a company car, bomb threat, natural disaster, pandemic flu and tampered product. It is intended to ensure business continuity even after such major incidents. This Guide is revised at least once a year, after identifying and assessing potential business risks, so that it may be fully harmonized with the complex and changing social and business environment.

Responsibility for the crisis management plan lies with the General Manager of Diageo Hellas. In his capacity, he is responsible to supervise all changes to and updates of the plan, regularly or following an incident or upon completion of tests and simulations, which ensure the effectiveness of the planning.

The core Crisis Management team consists of the management team members, who assume specific roles; there is also a crisis management support team.

The table below shows the roles of the core crisis management team members and their respective management roles.

Based on the distribution protocol, the Crisis Management Guide is delivered only in print to the list of recipients involved in its implementation. Every recipient must communicate all changes to their area of responsibility to the coordinator, who must then incorporate them into the final document, as appropriate. Thus, the Crisis Management Guide is properly and promptly updated so as to better respond to the needs of the company.

Role in the crisis management team	Role in the company
Leader	General Manager
Deputy Leader	Financial Director
Coordinator	Financial Director
Deputy Coordinator	Executive Assistant
Manager	Human Resources Director
Deputy Manager	Capability and Reward Manager
Communication Officer	Corporate Relations Director
Deputy Communication Officer	Marketing Director

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Business ethics and policies

A company with over 20,000 employees trading in 180 markets, which encourages diversity and creativity, can only achieve its targets by inspiring its people and fostering a common culture based on respect, motivation, sustainability and social sensitivity.

In Diageo we believe that self-regulation is the best form of regulation. We, more than anyone else, can reflect and decide on the major issues and dilemmas we encounter in our business activities. We, more than anyone else, can inspire each other and infuse the spirit of responsibility through standards that we set among us at all levels and across our activities.

Diageo aspires to be one of the most trusted and reputable companies. This is why, all our people pledge to act to the highest standards and in compliance with the law and Diageo codes and policies, as well as numerous other regulations that the company has voluntarily adopted. The principal Diageo policies are:

- Code of Business Conduct on business integrity issues
- Ethics Code for the Diageo plc Board of Directors
- Human Rights Policy
- Occupational Health and Safety Policy
- Environmental Policy
- Consumer Information Policy
- Quality Policy on our products and procedures
- Supplier Standards Policy setting out the Corporate Social Responsibility standards and business practices we expect of our partners
- Diageo Marketing Code and Diageo Digital Code.

Most of these policies have already been translated into Greek, especially if their scope includes the operations of the company. Some of them, the ones that are more specialized, are currently being translated. They are all presented within employees regularly via internal communications or training. Our stakeholders are informed about the policies that concern them, as it is our fundamental principle that all collaborations should rely on clear terms and conditions.

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Code of Business Conduct

The Diageo Code of Business Conduct sets a framework of principles, which reflect the way we work and operate across our business, i.e. to the highest business conduct and ethics standards, vis-à-vis our stakeholders. It is the quintessence of corporate governance as perceived by Diageo.

Indeed, in 2009 the Code of Business Conduct was updated and enriched. The update has a more convenient structure, provides clearer guidance, includes increased requirements, such as keeping records of gifts and entertainment given and received, and clarifies what is expected of each employee individually.

We remind our people of the Code through regular communications. All new colleagues are properly informed and sign their acceptance of the Code when they are recruited. Hence, no exception is made in our peoples' information.

In 2009, when the Code was updated, all team leaders were initially trained, while all the employees were informed about the updated Code during the annual corporate conference. Similarly, all senior managers sign an annual compliance certificate which signifies their adherence to the Code and certifies that their reports are fully aware of and compliant with the Code and all the relevant policies. They also pledge to report in writing any potential violation that may come to their knowledge.



Although beyond the scope of this report, it is worth noting that as of 2010 the Financial Director of Diageo Hellas has also assumed the role of Compliance & Ethics Director for South Europe, demonstrating the importance we attach to the Code. In the same year there is scheduled an online training course for all employees.

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Code compliance

In Diageo we view integrity as corporate and individual matter. This is why Code of Business Conduct clearly sets out the appropriate practices in both respects.

Its principles cover the entire scope of our business activity across the functions and in all circumstances. The updated Code though places emphasis on issues that required special care and attention. For instances, there are special provisions for:

- giving or receiving gifts and entertainment that might create the impression of an attempt to bribe or influence
- entering into contracts that might conceal a customer's attempt at money laundering
- strategic planning or decisions that could be considered as acts of unfair competition
- brand and trademark management issues beyond the official corporate guidelines
- strict adherence to procedures at all levels, in order to ensure full protection of the company and its people.

In order to ensure the embedment of the relevant principles, in 2009 there was internal communication to all employees, who were urged to not only be meticulous but also liaise with their line managers and the competent Diageo¹⁴ global team for advice. Moreover, the SpeakUp service was proposed as a source of proper guidance and problem solving.

Our relations with political and government organisations

According to the Code of Business Conduct, Diageo Hellas never makes payments to political candidates or parties in support of political activities. As part of doing business, Diageo engages with government services and organisations. In doing so, we make sure that we comply with all laws governing such activities.

Furthermore, in establishing relations between the company or employees with government and political organizations or officials, Diageo Hellas complies fully with the Code of Business Conduct, which set out the following:

- every Diageo Hellas employee who engages in lobbying or has contact with legislators, regulators or government officials must do so with the direction of the Corporate Relations Department and where appropriate the Legal Department.
- every employee may participate as an individual in political activities. However, these activities must be kept separate from the workplace without using company time or resources. Employees, indeed, shall make it clear that their political activities are individual and that they do not in any way represent Diageo Hellas, without leaving any room for misinterpretation.

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SpeakUp



Whenever any employee faces any of the above issues, they have to notify the Legal Department or Compliance team. If someone suspects that a colleague is in such a situation, they have to make use of the SpeakUp service. It is a confidential and anonymous service which enables everyone to make a report whenever there is suspicion of Code violation. A special team undertakes to investigate the reported incident regardless of the country it comes from.

The SpeakUp service is available in Greece, too. For the purpose of this report, quantitative and qualitative data were requested from Diageo's head offices about the use of the service. According to the data given to us, the SpeakUp service was not used in Greece during the financial years 2007, 2008 and 2009.

Law compliance

In the period covered by this report, there were three cases where the company or its representatives were held accountable by government organisations. Specifically, the Chemical Service of Elefsina imposed a fine of € 1,500 for each of these cases, on the grounds of violating market law provisions on alcohol drink labelling. Appeals have been made against two of the above decisions and court judgments are still pending.

Diageo positions on competition

- › We commit to adhere to all relevant European and Greek laws.
- › Our company aims at establishing consumer relationships, which are founded exclusively on our products quality and popularity, focusing on their successful and lawful marketing. We want to build strong business relations with our customers and suppliers, without implementing discrimination or exclusive agreements. Given the above, we rely on free and fair competition according to which we have shaped all our business practices.
- › We operate in such a manner as to enhance and promote the competitiveness of our industry. We never support or engage in any policies restricting free competition or take unfair competition actions.
- › In the framework of the established internal control procedures, we seek to ensure that the company operates in compliance with the principles of free and fair competition.
- › We operate adopting corporate citizenship and business integrity practices.
- › We work with the authorities and provide them with all necessary data to facilitate their work. We are committed to supporting their efforts in line with the principles that govern the operation of the company.

In the period 2007-2009 the company did not face any relevant issues.

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Employee training

We have created and communicated to our people special guidelines regarding fair competition principles and acceptable business practices and actions. In 2008, a sales training course was conducted on the issue of free and fair competition.



Voluntary compliance with external codes and regulations

Diageo globally endorses and implements external codes and regulations, such as:

- The UN Global Compact, the world's largest corporate citizenship initiative, which we signed in 2002 and have been an active member since.
- The Dublin Principles of ethical co-operation between the beverage alcohol industry, governments, scientific researchers and the public health community across the world.
- The Business Charter for Sustainable Development drawn up by the International Chamber of Commerce on environmental management. The Charter has been supported by Diageo since 1997 and has formed the basis for upon which the Diageo Environmental Policy was drafted.
- Rio Earth Summit principles,
- The European Forum for Responsible Drinking (EFRD) standards.
- In Greece, the Self-Regulation Principles of the Hellenic Association of Spirits Companies.

Diageo globally, including Diageo Hellas, complies with the above policies in addition to local laws around the world. When necessary, they are revised in order to be up-to-date and respond to developments. It goes without saying that special attention is paid to their implementation, via ongoing communication and training, including assessments performed both internally and by external auditors.

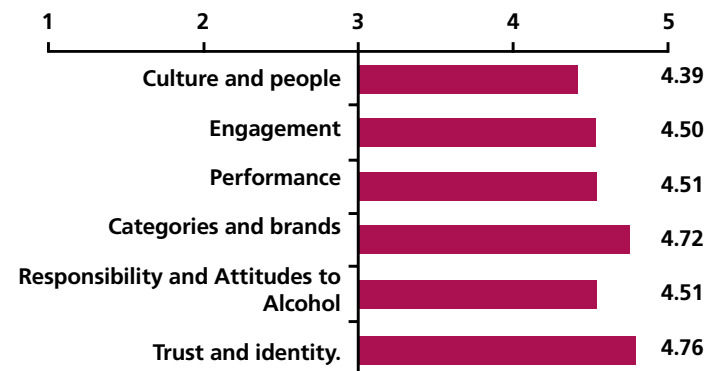
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Our stakeholders

Our stakeholders are those who are strategically linked to our business activity. We foster an ongoing open dialogue with our stakeholders. We acknowledge that our business activities affect millions of people: consumers, employees, business partners, fellow citizens, media representatives, social activists and government authorities. We believe that it is our responsibility to ensure mutually beneficial relations and try to be an active discussion partner of both the business community, where we belong, and the society and State.

- We are actively involved in the public dialogue through our memberships in the Hellenic Association of Spirits Companies (ENEAP), the Hellenic Federation of Enterprises (SEV), the Hellenic Association of Branded Products Manufacturers (ESVEP), the Association of Chief Executive Officers (ACEO), the Hellenic Management Association (HMA), the Association of Greek Advertisers (SDE), the Economic Chamber of Greece, the Institute of Communication, the Hellenic Institute of Customer Service (HICS), the Hellenic Network for Corporate Social Responsibility, the Hellenic Barmen Association (HBA), Alba University, and the Efficient Consumer Response (ECR).
- We foster relationships with the media through meetings and press releases, and we constantly develop our people’s communication and public dialogue skills.
- We seek to know and to understand in-depth the constantly changing needs of our consumers, establishing communication channels via our websites, which provide detailed information about products and promote responsible drinking.



In 2009, we conducted a pilot reputation survey, funded by the European region, which included Germany, Spain, Russia and Greece, in order to derive insights about our corporate reputation.

The reputation survey gathered insights from NGOs, authorities, wholesale and retail customers, employees, government and regulatory authorities, media representatives, commercial partners and suppliers. Questions were organized in the following pillars:

- › Culture and people
- › Stakeholder engagement
- › Performance
- › Categories and brands
- › Responsible drinking
- › Trust and identity.

The survey indicated that Diageo Hellas has built a remarkable corporate reputation (4,5/5). All in all it achieved a higher score than the average of the other four European countries of the survey (4,31/5). As indicated in the chart above, the key strengths of Diageo Hellas’ reputation are its reliability and its brands.

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Key achievements 2007-2009	Targets 2010-2011
Responsible Drinking	
<p>We applied the Diageo Marketing Code (DMC) and the SmartApprove process in all our actions, taking into account the new media and the Self-Regulation Principles of the Hellenic Association of Spirits Companies.</p>	<p>To fully comply with the Diageo Marketing Code (DMC) in all our relevant actions. To apply the Diageo Marketing Code for Social Media. To train all employees and partners involved.</p>
<p>We started implementing information and awareness-raising programmes. We created the websites www.drinkiq.com and www.dontdrinkanddrive.gr. Research has demonstrated that an impressive number of people exposed to our activities were positive to have a Designated Driver for their evenings out. We managed to join our voices with our major stakeholders. We are a member of the initiative: "Roads to the Future" - Alliance for safety & courtesy on the road.</p>	<p>To pursue our contribution through best practices and effective communication campaigns. Objective: 64,000 contacts with consumers; 13,000 website visitors on www.dontdrinkanddrive.gr and strengthening of our relations with stakeholders.</p>
Society	
<p>In line with the global strategic area of focus "Skills for Life", we associated with Cerebral Palsy Greece, providing financial support and voluntary work.</p>	<p>To continue providing support to Cerebral Palsy Greece. Further engagement of our employees.</p>
<p>In line with our global strategic direction "Corporate citizens", we supported the victims of the 2007 devastating fires in Greece and 2009 earthquake in Abruzzo, Italy.</p>	<p>To be prepared to respond to natural disasters. To motivate the people of Diageo to personally contribute via "Giving for Good" global website.</p>

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Key achievements 2007-2009	Targets 2010-2011
Environment	
We informed and raised the awareness through internal communications. The global programme GREENiQ sets the basis to the establishment of good and measurable practices.	To set targets for the operation of our offices and achieve measurable results through GREENiQ.
We adopted environmentally responsible practices in our new premises.	To measure energy and water consumption in our Thessaloniki premises, as well. To measure the battery-recycling. Cut down on packaging volume by 14%.
We performed voluntary activities and other restoration initiatives through the "Diageo ... wholeheartedly" programme and 2009 Community Day.	To pursue similar programmes that support and promote employee-volunteering actions.
Stakeholders	
<p>CRI</p> <p>We were awarded the Silver Winner recognition in 2008 for our corporate social responsibility performance to consumers, the supply chain, society, environment and employees. No companies ranked in higher categories.</p>	To improve our performance by at least 5 points.
<p>Reputation survey</p> <p>We took part in pilot European reputation survey among suppliers, partners, customers, employees, NGOs, media, and government organisations. Our results were excellent, achieving a score higher than the European average.</p>	To plan and conduct a reputation survey for Diageo Hellas specifically that will include a broader sample.

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Key achievements 2007-2009	Targets 2010-2011
Stakeholders	
<p>Employees We achieved 99% response rate in our Diageo Values Survey. We introduced the Diageo Capabilities and Diageo Leadership Standards to our people. We linked their performance review to them, aiming at a common culture regarding the “what” and “how” of our performance. We added the “Diversity and Inclusion” section to the People Management Development programme, enhancing the value of individual contribution to every team. We launched the Diageo Spirit newsletter and placed emphasis on our people’s recognition.</p>	<p>100% employee response rate in our Diageo Values Survey. To score approximately 90% in all indicators. (values, drivers, leadership index, engagement). To support all People Managers so as to turn every good employee into an excellent employee (coaching, People Management Development) and achieve mutual commitment and good relationships. To increase women’s participation in leadership roles. To establish a single recognition scheme that will be effective throughout the year and enable our people to nominate individuals and teams highlighting success stories.</p>
<p>Customers We developed a Customer Satisfaction Survey, assessing the progress and effectiveness of our strategy. We set up training programmes for professional bartenders. We promoted perfect and responsible serving.</p>	<p>To improve our Customer Satisfaction Survey results. To increase and expand the trainings for bartenders. To achieve very high evaluation scores for all our trainings.</p>
<p>Consumers We ensured the quality of our products through a pioneering traceability system. We invest in consumer information by providing the necessary information about our products composition on both packaging and the DRINKiQ website. We received very few complaints to which we responded promptly and efficiently.</p>	<p>To maintain and strengthen our quality credibility and information practices, in order to further reduce complaints. To enrich and promote DRINKiQ. To promote and market our products responsibly on all the available media. To place emphasis on responsible drinking.</p>
Corporate Governance and Business Ethics	
<p>We updated our Code of Business Conduct. We trained our People Managers and informed all our employees. We used the internal control tools CARM to safeguard our internal procedures. We promoted internally the free and fair competition principles and organized a sales specific training course.</p>	<p>To fully comply with the Code and train all our employees through online learning programmes. To certify our compliance with CARM internal control procedures. To improve trainings on the principles of free and fair competition.</p>

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We were engaged by the Board of Directors of Diageo Hellas S.A. (further referred to as "the Company") to provide limited assurance on the Greek version of the report "Corporate Citizenship Report 2007-2009" (further referred to as "the Report") of the Company for the reporting period 1 July 2006 - 30 June 2009 and the Company's self-declared Global Reporting Initiative (GRI) application level.

Management is responsible for the preparation and presentation of the Report in accordance with the Sustainability Reporting Guidelines (G3) of the GRI as described in the Report, and the information and assertions contained within it; for determining the Company's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That Standard requires that we comply with applicable ethical requirements, including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement.

A limited assurance engagement on a sustainability report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the sustainability report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Inquiries of management to gain an understanding of the Company's processes for determining the material issues for its key stakeholder groups.
- Interviews with senior management and relevant managerial staff at Company level concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- Interviews with relevant Company staff responsible for providing the information in the Report, during which we also reviewed the systems and processes for information management, internal control and processing of the qualitative and quantitative information, at Company level.
- Visits to the central offices of the Company in Athens, which were selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.
- Comparing the information presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Report.

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- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Company.
- Checking the GRI Index provided by the Company, to ensure consistency with the GRI application level requirements of B+.

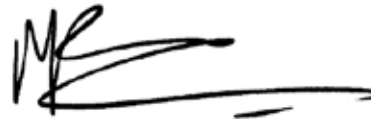
The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a reasonable assurance engagement, and therefore a lower level of assurance is provided.

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Report of Diageo Hellas S.A. for the period 1 July 2006 - 30

June 2009 is not presented fairly, in all material respects, in accordance with the Sustainability Reporting Guidelines (G3) of the Global Reporting Initiative. In addition, nothing has come to our attention to suggest that Diageo Hellas S.A. self-declaration of GRI application level B+ is not fairly stated.

Our assurance report is made solely to the Company in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the Company those matters we have been engaged to state in this assurance report and for no other purpose. We do not accept or assume responsibility to anyone other than Diageo Hellas S.A. for our work, for this assurance report, or for the conclusions we have reached.

KPMG Advisors A.E.



George Raounas
Partner
Athens, May 5th 2010

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Your feedback is valuable for us. We need your opinion not only about this corporate citizenship report but also on how we implement our sustainable growth vision.

In order to have our activities assured and evaluated according to international standards, we adopted the principles, directions and guidelines of the Global Reporting Initiative (GRI). The experience we acquired from complying with these requirements was valuable.

Similarly, we would welcome your views about our work, because they would help us to further enhance our efforts.

We are looking forward to receiving your feedback at the following address:

Diageo Hellas

Anastasia Aggeli,
Corporate Relations Director

27 Agiou Thoma street,
151 24 Maroussi
Athens, Greece

or at:
cr.hellas@diageo.com.

For further information, you may contact Corporate Relations Department on tel. Number:

+30 210-6801620.

You may also find information about Diageo global activities at www.diageo.com,

Information about responsible drinking is available at www.drinkiq.com and www.dontdrinkanddrive.gr.

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Introductory note › p. 2

- ¹ The financial year for Diageo starts on 1st July and ends on 30th June.

Our history › p. 7

- ² Source: Impact Databank's top 100 premium spirits list (2009)
- ³ Source: IWSR data (2008) and Customer Satisfaction Survey (2008)

The Greek beverage alcohol market › p. 8

- ⁴ Source: Diageo Hellas estimation based on IWSR historical data (2006-2008).
- ⁵ Source: Diageo Hellas estimation based on IWSR historical data (2006-2008).
- ⁶ Source: Diageo Hellas estimation based on IWSR historical data (2006-2008)
- ⁷ Source: Diageo Hellas estimation based on Nielsen and GfK data.
- ⁸ Source: Diageo Hellas estimation based on Nielsen and GfK data.

Our strategy in Greece › p. 10

- ⁹ Source: IWSR data (2008) and consumer satisfaction survey (2008).

Pollutant emissions measurements › p. 50

- ¹⁰ 2009 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting.

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Our people › p. 52

- 11** The number of employees was measured in January of each year.

Financial results › p. 70

- 12** The €/£ exchange rates used in order to present the local results in a comparable manner with the international results in £ are as follows:
- Fin. year 2007 €/£ exchange rate: 1.45
 - Fin. year 2008 €/£ exchange rate: 1.45
 - Fin. year 2009 €/£ exchange rate: 1.40

Economic value analysis › p. 71

- 13** Source: Ministry of Finance estimation of Tax revenues (code 0000).
<http://www.mof-glk.gr/proypologismos/2010/books/proyp/index.html>

Code compliance › p. 87

- 14** In October 2008 a suspected Diageo Hellas fraud incident was reported to Corporate Security. Following inquiry it was established that no Diageo employee was involved.



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