

GRI Content Index

This report has been produced in line with the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines and is a self-declared Application Level B report.

- ✓ Fully reported
- Not reported

1. Strategy and Analysis

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
1.1	✓	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy.	<ul style="list-style-type: none"> • A welcome from our Chairman and Chief Executive Officer • CEO Video
1.2	✓	Description of key impacts, risks, and opportunities.	<ul style="list-style-type: none"> • A welcome from our Chairman and Chief Executive Officer • Our Corporate Responsibility Program • Stakeholders • Materiality • Our impacts

2. Organizational Profile

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
2.1	✓	Name of the organization.	• About Bacardi Limited
2.2	✓	Primary brands, products, and/or services.	• About Bacardi Limited
2.3	✓	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	• About Bacardi Limited
2.4	✓	Location of organization's headquarters.	• About Bacardi Limited
2.5	✓	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	• About Bacardi Limited
2.6	✓	Nature of ownership and legal form.	• About Bacardi Limited
2.7	✓	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	• About Bacardi Limited

2. Organizational Profile (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
2.8	✓	Scale of the reporting organization, including: <ul style="list-style-type: none"> • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided. 	<ul style="list-style-type: none"> • About Bacardi Limited
2.9	✓	Significant changes during the reporting period regarding size, structure, or ownership.	<ul style="list-style-type: none"> • About this Report
2.10	✓	Awards received in the reporting period.	<ul style="list-style-type: none"> • Responsible marketing • EHS management

3. Report Parameters

Report Profile

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
3.1	✓	Reporting period (e.g., fiscal/calendar year) for information provided.	<ul style="list-style-type: none"> • About this Report
3.2	✓	Date of most recent previous report (if any).	<ul style="list-style-type: none"> • About this Report
3.3	✓	Reporting cycle (annual, biennial, etc.).	<ul style="list-style-type: none"> • About this Report
3.4	✓	Contact point for questions regarding the report or its contents.	<ul style="list-style-type: none"> • About this Report

Report Scope and Boundary

3.5	✓	Process for defining report content <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. 	<ul style="list-style-type: none"> • Stakeholders • Materiality
3.6	✓	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	<ul style="list-style-type: none"> • About this Report

Report Scope and Boundary (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
3.7	✓	State any specific limitations on the scope or boundary of the report.	• About this Report
3.8	✓	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	• About this Report
3.9	✓	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	• EHS Management • Energy
3.10	✓	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	• EHS Management • Philanthropy and community investment
3.11	✓	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	• EHS Management

GRI Content Index

3.12	✓	Table identifying the location of the Standard Disclosures in the report.	• GRI Content Index
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4. Profile

Governance

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.1	✓	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<p>• Our Corporate Structure</p> <p>The Board of Directors of Bacardi Limited is the highest governance body within the organization and consists of 16 members. The Chief Executive Officer (CEO) is the only 'executive' officer on</p> <p><i>Continued on next page</i></p>

Governance (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES																																		
4.1	✓	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<p>the Board. The Directors are elected by our shareholders at the Annual General Meeting and hold their office for a term of one year or until their successors have been duly appointed. The Board of Directors is entrusted with directing and conducting the business, including determining the Company's strategic direction.</p> <p>Directors: The following list presents information concerning our directors in fiscal 2013:</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> </tr> </thead> <tbody> <tr> <td>Facundo L. Bacardi⁽¹⁾</td> <td>Chairman of the Board</td> </tr> <tr> <td>Adolfo L. Danguillecourt⁽¹⁾</td> <td>Deputy Chairman of the Board</td> </tr> <tr> <td>Barry E. Kabalkin</td> <td>Deputy Chairman of the Board</td> </tr> <tr> <td>Edward D. Shirley</td> <td>President and Chief Executive Officer</td> </tr> <tr> <td>Victor R. Arellano, Jr.⁽¹⁾</td> <td>Director</td> </tr> <tr> <td>Jaime Bergel⁽²⁾</td> <td>Director</td> </tr> <tr> <td>Francisco V. Carrera Justiz⁽¹⁾⁽²⁾</td> <td>Director</td> </tr> <tr> <td>Robert J. Corti⁽²⁾⁽³⁾</td> <td>Director</td> </tr> <tr> <td>Georgia Garinois-Melenikiotou⁽³⁾</td> <td>Director</td> </tr> <tr> <td>Paul M. de Hechavarria⁽²⁾</td> <td>Director</td> </tr> <tr> <td>Ignacio de la Rocha⁽¹⁾</td> <td>Director</td> </tr> <tr> <td>Michael J. Dolan⁽²⁾</td> <td>Director</td> </tr> <tr> <td>John S. Galantic⁽³⁾</td> <td>Director</td> </tr> <tr> <td>Patrice Louvet⁽²⁾</td> <td>Director</td> </tr> <tr> <td>Roman Martinez IV⁽²⁾⁽³⁾</td> <td>Director</td> </tr> <tr> <td>Theodore C. Walker⁽³⁾</td> <td>Director</td> </tr> </tbody> </table> <p>(1) Nominating and Governance Committee member. (2) Audit Committee member. (3) Compensation Committee member.</p> <p><i>Continued on next page.</i></p>	Name	Position	Facundo L. Bacardi ⁽¹⁾	Chairman of the Board	Adolfo L. Danguillecourt ⁽¹⁾	Deputy Chairman of the Board	Barry E. Kabalkin	Deputy Chairman of the Board	Edward D. Shirley	President and Chief Executive Officer	Victor R. Arellano, Jr. ⁽¹⁾	Director	Jaime Bergel ⁽²⁾	Director	Francisco V. Carrera Justiz ⁽¹⁾⁽²⁾	Director	Robert J. Corti ⁽²⁾⁽³⁾	Director	Georgia Garinois-Melenikiotou ⁽³⁾	Director	Paul M. de Hechavarria ⁽²⁾	Director	Ignacio de la Rocha ⁽¹⁾	Director	Michael J. Dolan ⁽²⁾	Director	John S. Galantic ⁽³⁾	Director	Patrice Louvet ⁽²⁾	Director	Roman Martinez IV ⁽²⁾⁽³⁾	Director	Theodore C. Walker ⁽³⁾	Director
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Governance (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.1			<p>Committees of our Board of Directors</p> <p>The Board of Directors has established three principal committees: the Audit Committee, the Compensation Committee and the Nominating and Governance Committee.</p> <p>The Audit Committee’s primary functions are to advise and assist the Board of Directors with respect to the selection of the independent auditors of the Company, the conduct of the external and internal audits of our internal control structure, the external audit of our accounts, financial reporting matters and internal controls over financial matters. It is also responsible for reviewing our consolidated financial statements, the reports of the independent auditors and other financial information.</p> <p>The Compensation Committee assists the Board of Directors in fulfilling its responsibilities in determining the compensation of the Company’s senior executives and Board members. The Compensation Committee has the overall responsibility for approving and evaluating the compensation plans (including perquisites and retirement benefits), policies and programs of the Company with respect to officers, senior executives and directors.</p> <p>The Nominating and Governance Committee assists the Board of Directors in identifying, recruiting and providing candidates who would become nominees for future election to the Board of Directors by the shareholders. It is also responsible for assessing the performance of the Board of Directors and its individual members in coordination with the Chairman of the Board. Additionally, the Nominating and Governance Committee is tasked with oversight of the Company’s corporate governance.</p>
4.2		<p>Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization’s management and the reasons for this arrangement).</p>	<p>Bacardi Limited has adopted the practice of separate appointments of the Chairman of the Board and the CEO of the Company.</p>

Governance (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.3	✓	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	Bacardi Limited has adopted the practice of separate appointments of the Chairman of the Board and the CEO of the Company.
4.4	✓	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<p>Shareholders:</p> <p>As a private company, which is family-owned by approximately 400 shareholders, the mechanisms in place for shareholder communication with the Board are as follows:</p> <ul style="list-style-type: none"> • Letters and other forms of written communication to the Chairman or to the Board directly are reviewed and responded to. • There is a formal shareholder relations department that deals with specific requests and/or complaints from shareholders as and when they arise. In addition to this, the office of the Chairman provides a shareholder relations function with shareholders often discussing issues directly with the Chairman. • There is family representation on the Board from the branches of the family. Often issues are funneled up to the Board via the appropriate family representative. • The Annual General Meeting allows for shareholder queries on specific items as they are presented. There is also the opportunity for general shareholder questions and comments. There is no specific time limit or cap on the number of questions that can be asked. • There is a semi-annual shareholder webcast. Here again, shareholders can ask specific items as topics are covered; however, there is also the opportunity for general shareholder questions and comments. <p>Employees:</p> <p>There are a number of mechanisms in place for employees to engage with the CEO and members of his management team.</p> <ul style="list-style-type: none"> • The CEO holds regular webcasts with staff throughout the year with an open question and answer period. <p><i>Continued on next page.</i></p>

Governance (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.4			<ul style="list-style-type: none"> • The CEO and representatives from his senior management team hold regular forums throughout the year, engaging employees on all levels. • The CEO and senior management team regularly engage with employees on the ONE Bacardi global intranet. • In addition, in 1999 the company and employees' representatives from each of the Member States of the European Economic Area created the Bacardi Martini Forum, an information and consultation forum of management and employees' representatives who meet to engage in a dialogue on the business performance and prospects for the Bacardi operations within the European Region.
4.5		Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	<p>The directors are currently paid a fixed fee for each Board and Committee meeting attended, as well as their expenses incurred in connection with meeting attendance. Unlike many companies (particularly publicly traded companies), the Company does not provide equity or equity-based compensation to the directors.</p> <p>Bacardi has adopted a pay for performance compensation philosophy. The annual incentive structure is designed to instill shared accountability in achieving the Company's strategic vision. This design implements a globally consistent structure, revises the financial measures and links performance ratings to compensation decisions. The structure will apply a consistent mix of financial measures and individual performance ratings to all Bacardi executives by level and function or region (subject to local legal constraints) and will have a significant impact on the determination of the annual incentive payout.</p> <p>Our Long-term Cash Incentive Plan ("LTCI Plan") compensates senior executives with the objective of maximizing the growth of the Company. The amount that is eventually paid from the LTCI Plan is based on a three-year performance period evaluation, based on financial goals and brand health. The measures used in this evaluation reflect both financial and strategic objectives. The awards vest on the third anniversary of their issuance and are automatically exercised upon vesting.</p>

Governance (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.6	✔	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	<p>Conflicts of interest are handled at the Board level and at the Company level.</p> <p>At the Board level, during the nomination phase of a director, the current directors' qualification policy states that nominees for director must not have a conflict of interest as defined by the Company's Code of Conduct, unless it is waived by the Nominating and Governance Committee following full disclosure of potential conflicts as part of the nomination process. In addition, directors of a Bermuda company have a duty to avoid conflicts of interest. Our bylaws also provide that a director must disclose any direct or indirect interest in any contract or arrangement with us.</p> <p>At the Company level, the Code of Conduct is monitored by the Compliance Committee which reports to the Audit Committee.</p>
4.7	✔	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	<p>There is a Board policy on the qualifications for nominations to the Board of Directors for which each nominee is reviewed and measured against by the Nominating and Governance Committee, prior to being put forth as a candidate for election to the Board. This policy seeks to ensure that the nominees to the Board meet certain criteria and have the necessary education and experience. Experience is defined as "having experience demonstrating significant management or professional accomplishments with substantial business enterprises and a capacity to understand the material business and financial issues of the Company and to contribute meaningfully to the work of the Board."</p> <p>The Board receives a report on the Corporate Responsibility program once a year, as well as ad hoc updates from the CEO and from members of the management team.</p>
4.8	✔	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<p>The Company's mission, values and Code of Conduct are globally applied across the organization to all regions, countries, departments and business units. They are promoted on the internal website and through messaging in employee communication, training and development.</p>

Governance (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.9	✓	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<p>Once a year the Board receives a report on our Corporate Responsibility program, which covers all initiatives in this area.</p> <p>The Board has appointed a Compliance Committee which has, among other things, the responsibility of overseeing and implementing the Code of Conduct.</p>
4.10	✓	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	A Compliance Committee is in place and has, amongst other things, the responsibility of overseeing and implementing the Code of Conduct. The Compliance Committee is a management committee which reports into the Board appointed Audit Committee.

Commitments to External Initiatives

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.11	✓	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Our environmental policy adheres to the Precautionary Principle established by the 1992 Rio Declaration on Environment and Development. This states that complete scientific certainty is not necessary before measures are taken to prevent environmental damage.
4.12	✓	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<ul style="list-style-type: none"> • Responsible sourcing standards <p> UNGC (http://www.unglobalcompact.org/) GRI (https://www.globalreporting.org/) European and national self-regulatory codes on responsible marketing ILO Conventions (www.ilo.org) Ethical Trading Initiative Base Code (www.ethicaltrade.org) BonsucroTM (www.bonsucro.com) LBG (http://www.lbg-online.net/) </p>
4.13	✓	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	<ul style="list-style-type: none"> • Stakeholders • Tackling alcohol-related harm • Responsible drinking campaigns • Responsible supply chain • Working with suppliers and partners • Sustainable agriculture and sourcing <p><i>Continued on next page.</i></p>

Commitments to External Initiatives (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.13	✓		<p>International Council for Alcohol Policies (ICAP) (www.icap.org/)</p> <p>Global Alcohol Producers Group (GAPG) (http://www.global-actions.org/)</p> <p>World Federation of Advertisers (WFA) (www.wfanet.org)</p> <p>European Spirits Organisation (CEPS)* (www.spirits.eu)</p> <p>European Forum for Responsible Drinking (EFRD)* (www.spirits.eu)</p> <p>Distilled Spirits Council (DISCUS) (www.discus.org)</p> <p>The Century Council (www.centurycouncil.org)</p> <p>AIM-PROGRESS (http://www.aim-progress.com/)</p> <p>Sedex® (http://www.sedexglobal.com/)</p> <p>Bonsucro™ (www.bonsucro.com)</p> <p>Beverage Industry Environmental Roundtable (BIER) (http://www.bieroundtable.com/)</p> <p>We are also members of various local trade associations and social aspects organizations in the markets in which we operate.</p> <p>* In November 2012, after the close of fiscal 2012, CEPS and EFRD merged to become spiritsEUROPE.</p>

Stakeholder Engagement

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
4.14	✓	List of stakeholder groups engaged by the organization.	• Stakeholders
4.15	✓	Basis for identification and selection of stakeholders with whom to engage.	• Stakeholders
4.16	✓	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	• Stakeholders
4.17	✓	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	• Stakeholders

5. Management Approach and Performance Indicators

Economic Performance Indicators

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
DMA		Disclosures on Management Approach	• Responsible Supply Chain

Market Precense

EC6	✓	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	<p>We select our suppliers on a range of criteria including cost, quality, supply chain and adherence to our Responsible Sourcing standards. Although proximity to our operations is not a basis for supplier selection, figures for the location of our suppliers show that a large percentage is local to our plants. We define suppliers as local if they are in the same country as the operation they are supplying.</p> <p>In fiscal 2012, 79% of packaging and ingredient suppliers (329 of a total of 414) were local suppliers.</p> <p>Packaging and Ingredient Supplier Defined As Local (%)</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Ingredient Suppliers (%)</th> <th>Packaging Suppliers (%)</th> </tr> </thead> <tbody> <tr> <td>EMEA*</td> <td>73</td> <td>71</td> </tr> <tr> <td>North America</td> <td>82</td> <td>84</td> </tr> <tr> <td>Latin America</td> <td>91</td> <td>96</td> </tr> <tr> <td>Asia Pacific</td> <td>100</td> <td>81</td> </tr> <tr> <td>Total</td> <td>81</td> <td>78</td> </tr> </tbody> </table> <p>■ Ingredient Suppliers ■ Packaging Suppliers</p> <p>*Europe, Middle East and Africa</p>	Region	Ingredient Suppliers (%)	Packaging Suppliers (%)	EMEA*	73	71	North America	82	84	Latin America	91	96	Asia Pacific	100	81	Total	81	78
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Environmental Performance indicators

DMA		Disclosures on Management Approach	• EHS strategy • EHS management
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Materials

Energy

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
EN3	✓	Direct energy consumption by primary energy source.	• Energy
EN4	✓	Indirect energy consumption by primary source.	• Energy
EN5	✓	Energy saved due to conservation and efficiency improvements. (Additional indicator)	• Energy

Water

EN8	✓	Total water withdrawal by source.	• Water
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Biodiversity

Emissions, effluents, and waste

EN16	✓	Total direct and indirect greenhouse gas emissions by weight.	• Greenhouse gases
EN17	✓	Other relevant indirect greenhouse gas emissions by weight.	• Greenhouse gases
EN20	✓	NOx, SOx, and other significant air emissions by type and weight.	• Other air emissions
EN21	✓	Total water discharge by quality and destination.	• Water
EN22	✓	Total weight of waste by type and disposal method.	• Waste and packaging
EN23	✓	Total number and volume of significant spills.	• EHS management
EN24	✓	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally. (Additional indicator)	• Waste and packaging

Products and services

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
EN26	✓	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation.	• Sustainable packaging

Compliance

EN28	✓	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	• EHS management
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Labour Practices and Decent Work Performance Indicators

DMA	✓	Disclosures on Management Approach.	• People • Safety
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Employment

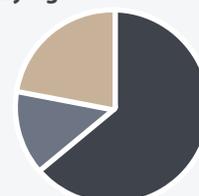
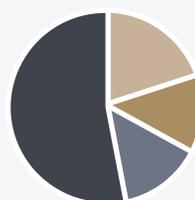
LA1	✓	Total workforce by employment type, employment contract and region.	<p>At the close of fiscal 2013, our total workforce numbered 6,533, comprising 6,198 employees and 335 supervised workers.</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <p>Total Workforce</p>  <p>■ Employees 6,198 ■ Supervised Workers 335</p> </div> <div style="width: 50%;"> <p>Employees by Type of Employment Contract</p>  <p>■ Permanent 5,731 ■ Temporary 467</p> </div> <div style="width: 50%;"> <p>Permanent Employees by Employment Type</p>  <p>■ Full-time 5,619 ■ Supervised Workers 112</p> </div> <div style="width: 50%;"> <p>Workforce by Region</p>  <p>■ North America 1,075 ■ Europe, Middle East and Africa 3,548 ■ Latin America 1,058 ■ Asia Pacific 852</p> </div> </div>
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Employment

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
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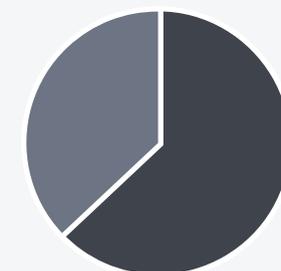
LA2	✓	Total number and rate of employee turnover by age group, gender, and region.	<p>In fiscal 2013, 673 employees left the Company, representing a turnover rate of 10.8%.</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Employee Turnover by Gender</p> <p>■ Male 392 (6.32%) ■ Female 281 (4.53%)</p> </div> <div style="text-align: center;"> <p>Employee Turnover by Age</p> <p>■ Over 50 years 97 (1.57%) ■ 30 to 50 years 430 (6.94%) ■ Under 30 years 146 (2.36%)</p> </div> </div> <div style="text-align: center; margin-top: 20px;"> <p>Employee Turnover by Region</p> <p>■ North America 112 (1.6%) ■ Europe, Middle East and Africa 410 (6.5%) ■ Latin America 162 (2.6%) ■ Asia Pacific 101 (1.6%)</p> </div>
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Labour/Management Relations

LA4	✓	Percentage of employees covered by collective bargaining agreements.	<p>In fiscal 2013, 36.94 % of employees were covered by collective bargaining agreements.</p> <p>Employees Covered by Collective Bargaining Agreements</p> <p>■ Covered by a collective bargaining agreement 2290 ■ Not covered by a collective bargaining agreement 3,908</p>
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Human Rights and Performance Indicators

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
DMA	✓	Disclosures on Management Approach.	<ul style="list-style-type: none"> • Responsible Sourcing • People

Investment and Procurement Practices

HR4	✓	Total number of incidents of discrimination and actions taken.	<p>In fiscal 2012, five separate allegations of employee harassment were brought to the attention of the Compliance Committee.</p> <p>Two complaints were uncorroborated, with one case being closed immediately. In the other uncorroborated case, a local remediation plan was put in place.</p> <p>In one of the remaining reported cases, the complaint was discussed with the reported employee and thereafter closed. In another, two employees were dismissed for their behavior. The fifth report was of inappropriate discriminatory behavior by an employee which did not involve any other person. This resulted in the employee being issued with a formal final warning and a remediation plan is now in place to prevent further occurrences.</p>
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Society Performance Indicators

DMA		Disclosures on Management Approach.	<p>Our employee Code of Conduct is based on widely recognized principles of sound governance and articulates our high standards on issues such as legal compliance, conflicts of interest, financial reporting, competition, anti-corruption practices and social responsibility.</p> <p>Each year our key managers have to certify their compliance with the Code of Conduct and expressly note any exceptions. The certifications are reviewed by our Compliance Committee and the results are reported to the Audit Committee of the Board of Directors.</p>
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Corruption

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
SO3	✓	Percentage of employees trained in organization's anti-corruption policies and procedures.	All Bacardi employees have undertaken a training program on the principles of the Bacardi Limited Code of Conduct which includes anti-corruption practices. In addition, the CEO and all members of the Bacardi global leadership team (GLT) have undertaken specific training on anti-corruption practices. Similar training was rolled out to all direct reports of GLT members during fiscal 2013.
SO4	✓	Actions taken in response to incidents of corruption.	In fiscal 2012, ten separate allegations of corruption were reported. Eight cases related to inappropriate business practices. In five of these cases, employees were dismissed or disciplined. In one case, a contract with a vendor was terminated. Of the eight cases reported, in four cases there was an internal review of current business practices. In addition there was one allegation of misuse of company assets, which resulted in an employee dismissal followed by a review of local internal business practices. There was one allegation of theft of company assets, which resulted in an employee dismissal followed by a review of local internal business practices.

Compliance score

SO8	✓	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	• Fines and regulations
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Product responsibility performance indicators

DMA	✓	Disclosures on Management Approach.	• Marketplace
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Marketing Communications

PR6	✓	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	• Responsible Marketing
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Marketing Communications (Continued)

INDICATOR	STATUS	DESCRIPTION	LINKS & NOTES
PR7		Total number of incidents of noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	<ul style="list-style-type: none">• Responsible Marketing

Compliance

PR9		Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	We have not received any significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.
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UN Global Compact

Communication on Progress: As a signatory to the United Nations Global Compact (UNGC), we are committed to meeting the ten internationally accepted principles in the areas of human rights, labor standards, the environment and anti-corruption in all our global

business operations. Signatories to the UNGC are required to publish an annual Communication on Progress. This report, including the GRI content index, provides our Communication on Progress against the principles of the UNGC.

TARGETS FOR FISCAL 2013

PROGRESS IN FISCAL 2013

TARGETS FOR FISCAL 2014

Human Rights

Businesses should:

1. support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Maintaining the health and safety of all our employees is a high priority for us. All our manufacturing sites continue to be certified to the international health and safety standard OHSAS 18001. Our suppliers have to meet our Responsible Sourcing standards, which commit them to complying with human rights principles. We have a structured process for engaging suppliers with our standards. This includes supplier self-assessments and on-site inspections.

Environment, Health and Safety

Responsible Sourcing

Labor Standards

Businesses should uphold:

3. the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

We respect the right to freedom of association among all of our employees.

Our Responsible Sourcing standards require our suppliers to respect freedom of association and the right to collective bargaining.

We do not use forced or child labor in any of our operations. Our Company Code of Conduct includes a commitment to equal opportunities and non-discrimination.

We aim to achieve the elimination of all forms of forced labor, child labor and discrimination in our supply chain through our Responsible Sourcing standards.

We are also members of industry-wide

Responsible Sourcing

GRI content index

Labor Standards (Continued)

partnerships such as Bonsucro™, which aims to ensure minimum labor and environmental standards are achieved within the sugarcane growing and processing sector.

Environment

Businesses should:
 7. support a precautionary approach to environmental challenges;
 8. undertake initiatives to promote greater environmental responsibility; and
 9. encourage the development and diffusion of environmentally friendly technologies.

Our Group-wide environmental policy adheres to the precautionary principle.

We aim to drive continuous improvement in our facilities' performance through a management systems approach. All our facilities remain certified to the ISO 14001 international environmental management system standard.

We are actively promoting the wider use of renewable energy sources in our facilities and focusing our effort on reducing the use of non-renewable energy.

Our Responsible Sourcing standards require our suppliers to protect the environment as part of business practice.

Environment, Health and Safety

Responsible Sourcing

GRI content index

Anti-corruption

Businesses should:
 10. work against corruption in all its forms, including extortion and bribery.

Our Company Code of Conduct details the behaviors we expect from our people and it addresses issues of conflicts of interest and bribery and corruption.

Our Responsible Sourcing standards state that bribery and corruption are not tolerated.

Responsible Sourcing

GRI content index