

# 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.

## OUR SPIRIT IS CLEAR

CORPORATE RESPONSIBILITY REPORT 2012




BACARDI LIMITED

<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>1. Strategy and Analysis</b>				
1.1	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy.	✓	• A welcome from our Chairman and Chief Executive Officer • CEO video	
1.2	Description of key impacts, risks, and opportunities.	✓	• A welcome from our Chairman and Chief Executive Officer • Our Corporate Responsibility program • Stakeholders • Materiality • Our impacts	
<b>2. Organizational Profile</b>				
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	
2.8	Scale of the reporting organization, including: • 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.	✓	• About Bacardi Limited	

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2.9	Significant changes during the reporting period regarding size, structure, or ownership.	✓	• About this Report	
2.10	Awards received in the reporting period.	✓	• EHS management	
<b>3. Report Parameters</b>				
<i>Report profile</i>				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	✓	• About this Report	
3.2	Date of most recent previous report (if any).	✓	• About this Report	
3.3	Reporting cycle (annual, biennial, etc.).	✓	• About this Report	
3.4	Contact point for questions regarding the report or its contents.	✓	• About this Report	
<i>Report scope and boundary</i>				
3.5	Process for defining report content • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report.	✓	• Stakeholders • Materiality	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	✓	• About this Report	
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.	✓	• About this Report • EHS management	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	✓	• EHS management	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	✓	• EHS management	

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3.12	Table identifying the location of the Standard Disclosures in the report.	✓	<ul style="list-style-type: none"> <li>About this Report</li> <li>GRI content index</li> </ul>																																			
<i>Assurance</i>																																						
3.13	Policy and current practice with regard to seeking external assurance for the report.	✓	<ul style="list-style-type: none"> <li>About this Report</li> </ul>																																			
<b>4. Profile</b>																																						
<i>Governance</i>																																						
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 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 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><b>Directors</b> The following list presents information concerning our directors in fiscal 2012:</p> <table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> </tr> </thead> <tbody> <tr> <td>Facundo L. Bacardi<sup>(1)</sup></td> <td>Chairman of the Board</td> </tr> <tr> <td>Adolfo L. Danguillecourt<sup>(1)</sup></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<sup>(4)</sup></td> <td>President and Chief Executive Officer</td> </tr> <tr> <td>Victor R. Arellano, Jr.<sup>(1)</sup></td> <td>Director</td> </tr> <tr> <td>Jaime Bergel<sup>(2)</sup></td> <td>Director</td> </tr> <tr> <td>Francisco V. Carrera Justiz<sup>(1)(2)</sup></td> <td>Director</td> </tr> <tr> <td>Robert J. Corti<sup>(2)(3)</sup></td> <td>Director</td> </tr> <tr> <td>Paul M. de Hechavarria<sup>(2)</sup></td> <td>Director</td> </tr> <tr> <td>Ignacio de la Rocha<sup>(1)</sup></td> <td>Director</td> </tr> <tr> <td>Michael J. Dolan<sup>(2)</sup></td> <td>Director</td> </tr> <tr> <td>John S. Galantic<sup>(3)</sup></td> <td>Director</td> </tr> <tr> <td>Melanie Healey<sup>(3)</sup></td> <td>Director</td> </tr> <tr> <td>Roman Martinez IV<sup>(2)(3)</sup></td> <td>Director</td> </tr> <tr> <td>Philip Shearer<sup>(3)</sup></td> <td>Director</td> </tr> <tr> <td>Theodore C. Walker<sup>(3)</sup></td> <td>Director</td> </tr> </tbody> </table>	Name	Position	Facundo L. Bacardi <sup>(1)</sup>	Chairman of the Board	Adolfo L. Danguillecourt <sup>(1)</sup>	Deputy Chairman of the Board	Barry E. Kabalkin	Deputy Chairman of the Board	Edward D. Shirley <sup>(4)</sup>	President and Chief Executive Officer	Victor R. Arellano, Jr. <sup>(1)</sup>	Director	Jaime Bergel <sup>(2)</sup>	Director	Francisco V. Carrera Justiz <sup>(1)(2)</sup>	Director	Robert J. Corti <sup>(2)(3)</sup>	Director	Paul M. de Hechavarria <sup>(2)</sup>	Director	Ignacio de la Rocha <sup>(1)</sup>	Director	Michael J. Dolan <sup>(2)</sup>	Director	John S. Galantic <sup>(3)</sup>	Director	Melanie Healey <sup>(3)</sup>	Director	Roman Martinez IV <sup>(2)(3)</sup>	Director	Philip Shearer <sup>(3)</sup>	Director	Theodore C. Walker <sup>(3)</sup>	Director
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				<p>(1) Nominating and Governance Committee member.  (2) Audit Committee member.  (3) Compensation Committee member.  (4) Edward D. Shirley succeeded Séamus McBride as President and Chief Executive Officer on March 12, 2012.</p> <p><b>Committees of our Board of Directors</b>  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	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.
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	✓		Bacardi Limited has a unitary board structure. Only the CEO is classified as an 'executive' director. All 15 other directors are classified as 'non-executive'. The Company defines 'non-executive' as a director who does not form part of the executive management team. He or she is not an employee of the Company.

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4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.			<p><b>Shareholders:</b> As a private company, which is family-owned by approximately 500 shareholders, the mechanisms in place for shareholder communication with the Board are as follows:</p> <ul style="list-style-type: none"> <li>• Letters and other forms of written communication to the Chairman or to the Board directly are reviewed and responded to.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul> <p><b>Employees:</b> 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"> <li>• The CEO holds regular webcasts with staff throughout the year with an open question and answer period.</li> <li>• The CEO and representatives from his senior management team hold regular forums throughout the year, engaging employees on all levels.</li> <li>• The CEO and senior management team regularly engage with employees on the ONE Bacardi global intranet.</li> <li>• 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.</li> </ul>

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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>
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 bye-laws 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>

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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.	✓		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 Web site and through messaging in employee communication, training and development.
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.	✓		In May 2011, the Nominating and Governance Committee approved self-assessments for the Board and its committees. The self-assessment process will eventually tie into the closing of the fiscal year.
<i>Commitments to external initiatives</i>				
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.	✓		<p>UNGC (<a href="http://www.unglobalcompact.org/">http://www.unglobalcompact.org/</a>)</p> <p>GRI (<a href="https://www.globalreporting.org/">https://www.globalreporting.org/</a>)</p> <p>European and national self-regulatory codes on responsible marketing</p> <p>ILO Conventions (<a href="http://www.ilo.org">www.ilo.org</a>)</p> <p>Ethical Trading Initiative Base Code (<a href="http://www.ethicaltrade.org">www.ethicaltrade.org</a>)</p> <p>Bonsucro™ (<a href="http://www.bonsucro.com">www.bonsucro.com</a>)</p> <p>LBG (<a href="http://www.lbg-online.net/">http://www.lbg-online.net/</a>)</p>



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4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	✓	<ul style="list-style-type: none"> <li>• Tackling alcohol-related harm</li> <li>• Responsible drinking campaigns</li> <li>• Responsible supply chain</li> <li>• Working with suppliers and partners</li> <li>• Sustainable agriculture and sourcing</li> </ul>	<p>International Council for Alcohol Policies (ICAP) (<a href="http://www.icap.org/">www.icap.org/</a>)  Global Alcohol Producers Group (GAPG) (<a href="http://www.global-actions.org/">http://www.global-actions.org/</a>)  World Federation of Advertisers (WFA) (<a href="http://www.wfanet.org">www.wfanet.org</a>)  European Spirits Organisation (CEPS)* (<a href="http://www.spirits.eu">www.spirits.eu</a>)  European Forum for Responsible Drinking (EFRD)* (<a href="http://www.spirits.eu">www.spirits.eu</a>)  Distilled Spirits Council (DISCUS) (<a href="http://www.discus.org">www.discus.org</a>)  The Century Council (<a href="http://www.centurycouncil.org">www.centurycouncil.org</a>)  AIM-PROGRESS (<a href="http://www.aim-progress.com/">http://www.aim-progress.com/</a>)  Sedex® (<a href="http://www.sedexglobal.com/">http://www.sedexglobal.com/</a>)  Bonsucro™ (<a href="http://www.bonsucro.com">www.bonsucro.com</a>)  Beverage Industry Environmental Roundtable (BIER) (<a href="http://www.bieroundtable.com/">http://www.bieroundtable.com/</a>)</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*

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 • Materiality	

### *5. Management Approach and Performance Indicators*

#### *Economic performance indicators*

DMA	Disclosures on Management Approach	✓	• Responsible supply chain	
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#### **Economic performance**

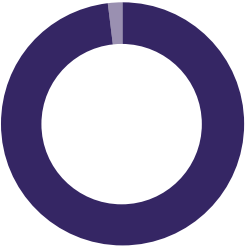



EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	✗		
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EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	✘																																						
EC3	Coverage of the organization's defined benefit plan obligations.	✘																																						
EC4	Significant financial assistance received from government.	✘																																						
<b>Market presence</b>																																								
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. (Additional indicator)	✘																																						
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. In fiscal 2012, 79% of packaging and ingredient suppliers (329 of a total of 414) were local suppliers.</p> <p><b>PACKAGING AND INGREDIENT SUPPLIERS DEFINED AS LOCAL (%)</b></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>71</td> <td>73</td> </tr> <tr> <td>NORTH AMERICA</td> <td>84</td> <td>82</td> </tr> <tr> <td>LATIN AMERICA</td> <td>96</td> <td>91</td> </tr> <tr> <td>ASIA PACIFIC</td> <td>81</td> <td>100</td> </tr> <tr> <td>TOTAL</td> <td>78</td> <td>81</td> </tr> </tbody> </table> <p>Legend:   <span style="color: #8B4513;">■</span> Ingredient suppliers   <span style="color: #A9A9A9;">■</span> Packaging suppliers</p> <p><b>PACKAGING AND INGREDIENT SUPPLIERS DEFINED AS LOCAL (%)</b></p> <table border="1"> <thead> <tr> <th></th> <th>Ingredient suppliers</th> <th>Packaging suppliers</th> </tr> </thead> <tbody> <tr> <td>EMEA*</td> <td>71</td> <td>73</td> </tr> <tr> <td>North America</td> <td>84</td> <td>82</td> </tr> <tr> <td>Latin America</td> <td>96</td> <td>91</td> </tr> <tr> <td>Asia Pacific</td> <td>81</td> <td>100</td> </tr> <tr> <td><b>Total</b></td> <td><b>78</b></td> <td><b>81</b></td> </tr> </tbody> </table> <p>*Europe, Middle East and Africa</p>	Region	Ingredient suppliers (%)	Packaging suppliers (%)	EMEA*	71	73	NORTH AMERICA	84	82	LATIN AMERICA	96	91	ASIA PACIFIC	81	100	TOTAL	78	81		Ingredient suppliers	Packaging suppliers	EMEA*	71	73	North America	84	82	Latin America	96	91	Asia Pacific	81	100	<b>Total</b>	<b>78</b>	<b>81</b>
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EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	✘																																						

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<b>Indirect economic impacts core</b>				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement.	✘		
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts. (Additional indicator)	✘		
<i>Environmental performance indicators</i>				
DMA	Disclosures on Management Approach	✔		• EHS strategy • EHS management
<b>Materials</b>				
EN1	Materials used by weight or volume.	✘		
EN2	Percentage of materials used that are recycled input materials.	✘		
<b>Energy</b>				
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
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional indicator)	✘		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved. (Additional indicator)	✘		
<b>Water</b>				
EN8	Total water withdrawal by source.	✔		• Water
EN9	Water sources significantly affected by withdrawal of water. (Additional indicator)	✘		
EN10	Percentage and total volume of water recycled and reused. (Additional indicator)	✘		

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<b>Biodiversity</b>				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	✘		
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	✘		
EN13	Habitats protected or restored. (Additional indicator)	✘		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity. (Additional indicator)	✘		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. (Additional indicator)	✘		
<b>Emissions, effluents, and waste</b>				
EN16	Total direct and indirect greenhouse gas emissions by weight.	✔	• Greenhouse gases	
EN17	Other relevant indirect greenhouse gas emissions by weight.	✔	• Greenhouse gases	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	✘		
EN19	Emissions of ozone-depleting substances by weight.	✘		
EN20	NOx, SOx, and other significant air emissions by type and weight.	✔	• Greenhouse gases	
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)	✘		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff. (Additional indicator)	✘		

<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>Products and services</b>				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	✘		
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	✘		
<b>Compliance</b>				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	✔		• EHS management
<b>Transport</b>				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. (Additional indicator)	✘		
<b>Overall</b>				
EN30	Total environmental protection expenditures and investments by type. (Additional indicator)	✘		
<i>Labor practices and decent work performance indicators</i>				
DMA	Disclosures on Management Approach	✔		• People • Safety
<b>Employment</b>				
LA1	Total workforce by employment type, employment contract, and region.	✔		<p>At the close of fiscal 2012, our total workforce numbered 6,721, comprising 6,270 employees and 451 supervised workers.</p> <p><b>TOTAL WORKFORCE</b></p>  <p><b>EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT</b></p>  <p> <span style="color: #002060;">■</span> Employees 6,270  <span style="color: #6699cc;">■</span> Supervised workers 451         </p> <p> <span style="color: #002060;">■</span> Temporary 585  <span style="color: #6699cc;">■</span> Permanent 5,685         </p>

Indicator	Description	Status	Link	Notes
				<p><b>PERMANENT EMPLOYEES BY EMPLOYMENT TYPE</b></p>  <p>■ Full-time <b>5,578</b> ■ Part-time <b>107</b></p> <p><b>WORKFORCE BY REGION</b></p>  <p>■ North America <b>1,234</b> ■ Europe, Middle East and Africa <b>3,607</b> ■ Latin America <b>1,051</b> ■ Asia Pacific <b>829</b></p>
LA2	Total number and rate of employee turnover by age group, gender, and region.	✓		<p>In fiscal 2012, 785 employees left the Company, representing a turnover rate of 12.5%.</p> <p><b>EMPLOYEE TURNOVER BY GENDER</b></p>  <p>■ Male <b>479 (7.6%)</b> ■ Female <b>306 (4.9%)</b></p> <p><b>EMPLOYEE TURNOVER BY AGE</b></p>  <p>■ Over 50 years <b>198 (3.2%)</b> ■ 30 to 50 years <b>433 (6.9%)</b> ■ Under 30 years <b>154 (2.4%)</b></p>

Indicator	Description	Status	Link	Notes															
				<p><b>EMPLOYEE TURNOVER BY REGION</b></p> <table border="1"> <caption>EMPLOYEE TURNOVER BY REGION</caption> <thead> <tr> <th>Region</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>North America</td> <td>112</td> <td>1.8%</td> </tr> <tr> <td>Europe, Middle East and Africa</td> <td>410</td> <td>6.5%</td> </tr> <tr> <td>Latin America</td> <td>162</td> <td>2.6%</td> </tr> <tr> <td>Asia Pacific</td> <td>101</td> <td>1.6%</td> </tr> </tbody> </table>	Region	Count	Percentage	North America	112	1.8%	Europe, Middle East and Africa	410	6.5%	Latin America	162	2.6%	Asia Pacific	101	1.6%
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LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional indicator)	✘																	
<b>Labor/management relations</b>																			
LA4	Percentage of employees covered by collective bargaining agreements.	✔		<p>In fiscal 2012, 37% of employees were covered by collective bargaining agreements.</p> <p><b>EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS</b></p> <table border="1"> <caption>EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS</caption> <thead> <tr> <th>Category</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Covered by a collective bargaining agreement</td> <td>2,320</td> </tr> <tr> <td>Not covered by a collective bargaining agreement</td> <td>3,950</td> </tr> </tbody> </table>	Category	Count	Covered by a collective bargaining agreement	2,320	Not covered by a collective bargaining agreement	3,950									
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LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	✘																	

<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>Occupational health and safety</b>				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. (Additional indicator)	✘		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region.	✘		
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	✘		
LA9	Health and safety topics covered in formal agreements with trade unions. (Additional indicator)	✘		
<b>Training and education</b>				
LA10	Average hours of training per year per employee, by employee category.	✘		
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional indicator)	✘		
LA12	Percentage of employees receiving regular performance and career development reviews. (Additional indicator)	✘		
<b>Diversity and equal opportunity</b>				
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	✘		
LA14	Ratio of basic salary of men to women by employee category.	✘		
<b>Human rights performance indicators</b>				
DMA	Disclosures on Management Approach	✔	• People	
<b>Investment and procurement practices</b>				
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	✘		
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	✘		



<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>HR3</b>	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (Additional indicator)	✘		
<b>Non-discrimination</b>				
<b>HR4</b>	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.</p> <p>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>
<b>Freedom of association and collective bargaining</b>				
<b>HR5</b>	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	✘		
<b>Child labor</b>				
<b>HR6</b>	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	✘		
<b>Forced and compulsory labor</b>				
<b>HR7</b>	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	✘		
<b>Security practices</b>				
<b>HR8</b>	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations. (Additional indicator)	✘		

<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>Indigenous rights</b>				
<b>HR9</b>	Total number of incidents of violations involving rights of indigenous people and actions taken.	✘		
<b>Society performance indicators</b>				
<b>DMA</b>	Disclosures on Management Approach	✔	• Philanthropy and Community Involvement	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. 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.
<b>Community</b>				
<b>SO1</b>	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	✘		
<b>Corruption</b>				
<b>SO2</b>	Percentage and total number of business units analysed for risks related to corruption.	✘		
<b>SO3</b>	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 senior leadership team (BLT) have undertaken specific training on anti-corruption practices. Similar training will be rolled out to all direct reports of BLT members during fiscal 2013.
<b>SO4</b>	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.

<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>Public policy</b>				
SO5	Public policy positions and participation in public policy development and lobbying.	✘		
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country (Additional indicator)	✘		
<b>Anti-competitive behavior</b>				
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes. (Additional indicator)	✘		
<b>Compliance core</b>				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	✘		
<i>Product responsibility performance indicators</i>				
DMA	Disclosures on Management Approach	✔	• Marketplace	
<b>Customer health and safety</b>				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	✘		
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. (Additional indicator)	✘		
<b>Product and service labelling</b>				
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	✘		
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes. (Additional indicator)	✘		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional indicator)	✘		

<i>Indicator</i>	<i>Description</i>	<i>Status</i>	<i>Link</i>	<i>Notes</i>
<b>Marketing communications</b>				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	✓	• Responsible marketing	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	✓	• Responsible marketing	
<b>Customer privacy</b>				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional indicator)	✗		
<b>Compliance</b>				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	✓		We have not received any significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.