



BACARDI LIMITED

GRI INDEX 2020

GOOD

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CONTENTS

UNIVERSAL STANDARDS 3

GRI 101: Foundation.....	3
GRI 102: General Disclosures.....	
GRI 103: Material Topics and their Boundaries.....	

TOPIC-SPECIFIC STANDARDS 7

ENVIRONMENT

GRI 300: Environment.....	7
GRI 302: Energy.....	7
GRI 303: Water and Effluents.....	8
GRI 305: Emissions.....	10
GRI 306: Effluents and Waste.....	12

SOCIAL

GRI 400: Social.....	14
GRI 401: Employment.....	14
GRI 403: Occupational Health and Safety.....	15
GRI 404: Training and Education.....	16
GRI 405: Diversity and Equal Opportunities.....	17

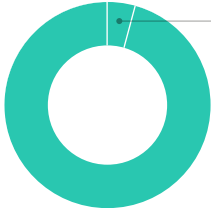

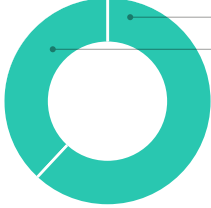
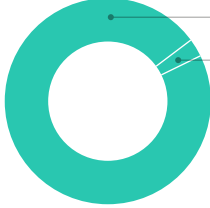
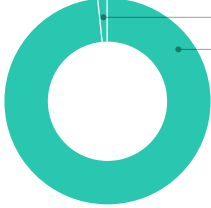
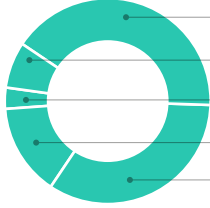
MATERIALITY 18

UNIVERSAL STANDARDS

GRI 101: FOUNDATION

GRI DISCLOSURE		OUR RESPONSE
101-1	Stakeholder inclusiveness	Bacardi has done stakeholder research and has identified our stakeholder groups as Customers, Employees, Industry Associations, Non-governmental Organizations (NGOs), Regulators and Suppliers. 102-42 and 102-43 on page 5 of this GRI Content Index provide more information on our approach to stakeholders.
101-2	Sustainability context	Our Corporate Responsibility Report depicts our performance in the wider context of sustainability through our corporate performance identifying our material issues and global sustainable development issues including the UN Sustainable Development Goals.
101-3	Materiality	Our goal is to report on issues that we deem material such as responsible drinking, responsible marketing, product responsibility, managing direct environmental impacts, sustainable agriculture and sourcing, responsible supply chain, good governance, sustainable packaging, being a responsible employer, and supporting local communities.
101-4	Completeness	Our coverage of material topics and their boundaries is located in About this Report on page 29 of our CR report 2020 , as well as in 101-3 Materiality on page 3 of this GRI Content Index .
101-5	Accuracy	We transparently report our performance against our identified baseline targets. We explain our methodology for our calculations clearly. We identify our material issues and align our methodology with our goals.
101-6	Balance	We report against our baseline targets and against GRI indicators including both positive and negative results, allowing our stakeholders to have a clear and balanced understanding of our impacts. Our results are organized to be able to follow our performance year after year.
101-7	Clarity	Our Corporate Sustainability Report identifies our most material issues and explains in detail our approach for our stakeholders to understand. Information as well can be found on our website, and this GRI Content Index contains all of our responses to GRI Core Reporting Standards.
101-8	Comparability	We continue to report against our baseline targets as well as GRI Standards and have created an easily accessible and comparable Corporate Responsibility Report for our stakeholders to review our performance over time. We continue to report against baseline targets and will continue to identify any further targets to help us drive our performance against our goals.
101-9	Reliability	Our reporting methodologies can be found in About this Report on page 29 of our CR report 2020 .
101-10	Timeliness	We continue to publish a Corporate Responsibility Report on an annual basis; However due to the COVID-19 pandemic, the report this year was pushed back. We aim to publish our next report back on our regular schedule.

GRI 102: GENERAL DISCLOSURES

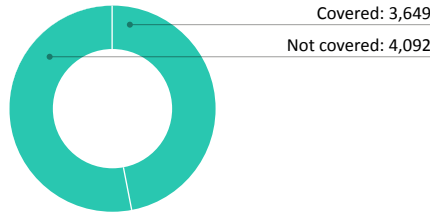
GRI DISCLOSURE	OUR RESPONSE
102-1	Name of the organization Bacardi Limited. More information can be found in About this Report on page 29 of our CR report 2020 .
102-2	Activities, brands, products, services. Products or services that are banned in certain markets Our coverage of this information is located in About this Report on page 29 of our CR report 2020 .
102-3	Location of headquarters Hamilton, Bermuda.
102-4	Location of operations Our products are sold in over 170 countries, operating more than 20 production facilities in 12 countries.
102-5	Ownership and legal form Family-owned Bacardi Limited is the largest privately held spirits company in the world. Bacardi Limited is headquartered in Bermuda and incorporated under Bermudian law.
102-6	Markets served Our customers vary from distributors, large global retailers and convenience stores, to regional and local bars, restaurants and hotels.
102-7	Scale of the organization Our workforce totals 7,741 employees, with a total number of operations in 170 countries with more than 20 production facilities in 12 countries.
102-8	<p data-bbox="237 781 472 829">Information on employees and other workers</p> <div data-bbox="597 789 781 810">Total employees (7,741)</div>  <div data-bbox="829 835 1019 856">Supervised workers: 350</div> <div data-bbox="1052 789 1235 810">Total employees by age</div>  <div data-bbox="1352 835 1479 856">Under 30: 1,848</div> <div data-bbox="1377 877 1479 898">30-50: 4,849</div> <div data-bbox="1360 919 1479 940">Over 50: 1,044</div> <div data-bbox="597 1125 857 1146">Total employees by gender (7,741)</div>  <div data-bbox="829 1171 1019 1192">Male employees: 4,804</div> <div data-bbox="829 1203 1019 1224">Female employees: 2,937</div> <div data-bbox="1052 1125 1382 1146">Permanent employees by employment type</div>  <div data-bbox="1336 1171 1479 1192">Permanent: 7,513</div> <div data-bbox="1352 1203 1479 1224">Temporary: 228</div> <div data-bbox="597 1457 927 1478">Employees by type of employment contract</div>  <div data-bbox="906 1503 1019 1524">Part time: 110</div> <div data-bbox="906 1535 1019 1556">Full time: 7,407</div> <div data-bbox="1052 1457 1203 1478">Workforce by region</div>  <div data-bbox="1369 1503 1479 1524">Europe: 3,178</div> <div data-bbox="1385 1535 1479 1556">AMEA: 562</div> <div data-bbox="1352 1577 1479 1598">Asia Pacific: 241</div> <div data-bbox="1385 1619 1479 1640">NAM: 1,123</div> <div data-bbox="1385 1661 1479 1682">LAC: 2,629 <small>(including patron facility)</small></div>

GRI 102: GENERAL DISCLOSURES CONTINUED

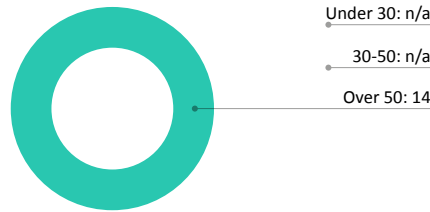
GRI DISCLOSURE

OUR RESPONSE

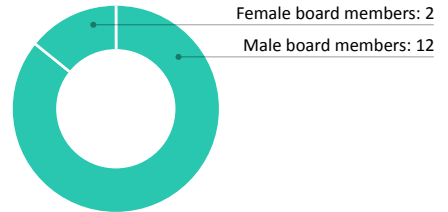
Collective bargaining agreements



Board members by age



Board members by gender breakdown



102-9	Supply chain	Bacardi partners with over thousands of suppliers and farmers to develop competitive, reliable, and sustainable supply chains of raw materials. These strategic partnerships with suppliers enable a joint value creation beyond price particularly focused on sustainability and innovation.
102-10	Significant changes to the organization and its supply chain	Bacardi is continuously looking at improving supply chains to deliver consumer centric sustainable supply of raw materials.
102-11	Precautionary principle or approach	Our group-wide environmental strategy and policy adheres to the precautionary principle. We aim to drive continuous improvement in our facilities' performance through a management systems approach (ISO 14001). Our commitment to environmental sustainability is reflected in our goals in sourcing, packaging and operations with a focus on energy, greenhouse gas emissions, water, and waste. Through our Vendor Qualification Process and Responsible Sourcing Standards, our suppliers are required to protect the environment as part of business practice.
102-12	External initiatives	Bacardi is a signatory to the United Nations Global Compact which reflects our commitment to sustainability and responsibility.
102-13	Membership of associations	We have established many efforts on a global, national, and local level which target reducing harmful drinking.
102-14	Strategy	Our strategy is covered in our Letter from our CEO Chariman on page 3 of our CR 2020 report .
102-16	Values, principles, standards, and norms of behavior	Bacardi has set values that are at the heart of our business; our three pillars of Fearless, Family, Founders. Our code of conduct explains how we adhere to the highest standards of integrity and ethical behavior. Our Code of Conduct is available here www.bacardilimited.com/conduct-code/ You can read more about our ethics link to page 29 of Sustainability report .
102-18	Governance structure	Our CEO is accountable for our economic, environmental, and social performance. Responsibility for the strategy and execution of our corporate responsibility (ESG) efforts falls to the executive members of the Corporate Responsibility Leadership Team. Our Board receives updates at least annually.
102-40	List of stakeholder groups	We engage internal and external stakeholders including investors, employees, and local communities. Our full list can be found in Disclosure 101-1 .
102-41	Collective bargaining agreements	In FY 2020, 47% of our employees were covered by collective bargaining agreements. More data is presented in 102-8 on page 4 and 5 of this GRI Content Index 2020 .
102-42	Identifying and selecting stakeholders	Stakeholders are determined with input from cross-functional and external leaders based on groups impacted by our Company operations, by our products, and by our industry.
102-43	Approach to stakeholder engagement	Stakeholder research is conducted on a recurring basis and the most recent research informed this report.
102-44	Key topics and concerns raised	This is covered in our Materiality section on page 18 of this GRI Index 2020 .

GRI 102: GENERAL DISCLOSURES CONTINUED

GRI DISCLOSURE		OUR RESPONSE
102-45	Entities included in the consolidated financial statements	As a private company, we do not publicly disclose our financial statements.
102-46	Defining report content and topic boundaries	This is defined in 101-3 on page 3 of this GRI Index 2020.
102-47	List of material topics	This is defined in 101-3 on page 3 of this GRI Index 2020.
102-48	Restatements of information	Relevant restatements are included in the Target and Progress section and in the respective disclosure of material topics.
102-49	Changes in reporting	The significant change from our previous report is a shift from a five pillar structure to a list of four main priorities.
102-50	Reporting period	April 1, 2019 to March 31, 2020.
102-51	Date of most recent report	February 17, 2021.
102-52	Reporting cycle	Annual.
102-53	Contact point for questions regarding the report	corporateresponsibility@bacardi.com
102-54	Claims of reporting in accordance with the GRI standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI Content Index	This index serves as the GRI Content Index.
102-56	External assurance	This report has not been externally assured.

GRI 103: MATERIAL TOPICS AND THEIR BOUNDARIES

GRI DISCLOSURE		MANAGEMENT APPROACH
GRI DISCLOSURE		OUR RESPONSE
103-1	Explanation of the material topic and its boundaries	<p>The GRI topics that are relevant to specifically 23 production facilities located in 12 countries are: water, energy, emissions, procurement practices, environmental grievance mechanisms, occupational health and safety.</p> <p>The rest of the GRI aspects are relevant to all 170 countries where we produce and sell our distilled spirits.</p>
103-2	The management approach and its components	Refer to each relevant topic.
103-3	Evaluation of the management approach	Refer to each relevant topic.

TOPIC-SPECIFIC STANDARDS

ENVIRONMENT

GRI 300: ENVIRONMENT

GRI DISCLOSURE		MANAGEMENT APPROACH
GRI DISCLOSURE		OUR RESPONSE
103-2	Grievance mechanism	There is a formal mechanism to manage the environmental grievances from any external or internal interested party in a responsive, effective and fair manner. Environmental complaints may come through different channels provided including a hot-line for employees, and a manufacturing facilities contact which relates to our website (www.bacardilimited.com) for any other stakeholder. The complaints are received, recorded and responded to. The investigation is initiated by the business function and includes a defined escalation process involving the Global Sustainability Director, Global Sustainability Vice-President, Legal Division, and Global Operations Vice-President as necessary.
103-3	Evaluation of the management approach	The effectiveness of the measures to address the environmental grievances is reviewed by the environmental department of each of the manufacturing facilities.

GRI 302: ENERGY

GRI DISCLOSURE		MANAGEMENT APPROACH
GRI DISCLOSURE		OUR RESPONSE
103-2	The management approach and its components	<p>GHG emissions is one of the main pillar of our Operation's Sustainability strategy. As part of our three year planning for our manufacturing operations, actions are included in order to improve our efficiency on energy consumption, and explore alternate sources of energy (renewable). As part of the Procurement strategy, options are evaluated to identify market opportunities related to the purchasing of energy. Contracts for "renewable energy" have been established in some of our locations. Our strategy incorporate the impact from the upstream and downstream portions of our value chain. Future scenario analysis is used to help define the roadmap to achieve the targets.</p> <p>Renewable Energy Generation – Among the many energy-focused initiatives, Bacardi focuses on renewable energy from biogas and biomass systems at our distilleries. Instead of oil, renewable organic material such as botanicals, wood pellets, wood chips, and agave fibers leftover from production are used as fuel for our biomass boilers.</p> <p>Renewable or Low Carbon Energy – Green electricity including hydro, solar, and wind contracts in the United Kingdom, Italy, Mexico and Puerto Rico, help reduce our carbon footprint. Similar options are being explored for other locations.</p> <p>Energy Efficiency Improvements – Bacardi offices, brand homes, bottling and production facilities across the globe employ a variety of energy efficient measures both small and large, including environmental friendly lighting fixtures, temperature set point reduction, heat recovery systems, vacuum distillation and more.</p> <p>Responsible Supplier Partnerships – Bacardi works closely with suppliers and service providers to identify ways to reduce absolute GHG emissions upstream and downstream from our operations. In addition to the impact from raw materials and packaging components, transportation is another focus area. In the United States, Bacardi has been honored with a SmartWay® Excellence Award from the U.S. Environmental Protection Agency (EPA) three times for being a leader in freight supply chain environmental performance and energy efficiency in transportation logistics.</p>
103-3	Evaluation of the management approach	<p>Progress against objectives and targets of the year is monitored through our KPI's.</p> <ul style="list-style-type: none"> • Target: Reduce absolute GHG emissions (scope 1 and 2) from our operations by 50% from our value chain (scope 1, 2 and 3) • KPI: Absolute GHG Emissions, MT, CO₂e

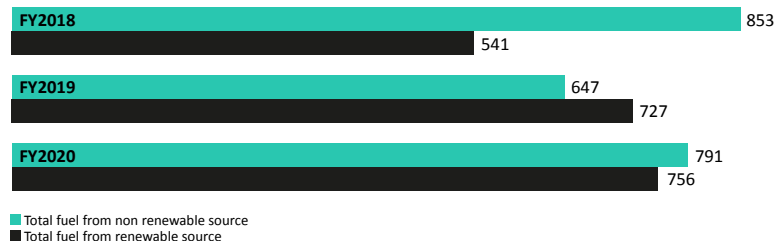
GRI 302: ENERGY CONTINUED

GRI DISCLOSURE

302-1 Energy consumption within the organization

OUR RESPONSE

Renewable and non-renewable direct energy consumption (TJ)



Renewable and non-renewable direct energy consumption (TJ)¹

	FY18	FY19	FY20
Heavy fuel oil	194	197	255
Natural gas	659	450	536
Total fuel from non-renewable	853	647	791
Biogas	262	348	345
Biomass	279	380	411
Total fuel from renewable	541	727	756
Grid electricity	221	216	297
Wind electricity	1	3	0
Total electricity	222	219	297
Total energy consumption	1,615	1,593	1,844

The energy and emission calculation for fuel and electricity is calculated, based on the latest emission factors (e.g. International Energy Agency).

In FY20 44% of electricity was purchased through renewable contracts and 46% of fuel was from renewable sources

¹ Excluding Patron, data not available.

GRI 303: WATER AND EFFLUENTS

GRI DISCLOSURE

103-2 The management approach and its components

MANAGEMENT APPROACH

Water is one of the main pillars of our Operation's Sustainability strategy. Our commitment is to reduce 25% of water consumed (focusing on water not returned to original source) at our operations and 50% replenishment of water incorporated into the final product by 2025, as measured against a 2015 baseline (using earliest reliable data available).

To achieve these targets, we are focused on the identification and investment on projects for water consumption efficiency at our facilities. Also, we are working with partners to identify opportunities to protect watersheds and provide access to potable water in high-risk manufacturing site countries.

Following a continual improvement approach, as required by ISO 14001 standard, our environmental management system provides the framework to guide our employees to explore new initiatives. We also engage employees across the company to advance these goals through the annual Bacardi Limited Good Spirited - Environmental Sustainability Awards.

103-3 Evaluation of the management approach

Progress against objectives and yearly targets are monitored through our KPI's

- **Target:** reduce 25% of water consumed (focusing on water not returned to original source) at our operations.
- **KPI:** Water Index, L/Production output

GRI 303: WATER AND EFFLUENTS CONTINUED

GRI DISCLOSURE

OUR RESPONSE

303-1 Interactions with water as a shared resource

Clean water is fundamental to our business and we recognize the importance of water conservation. Water is used in our manufacturing activities mostly for cooling (though the water is returned to the original source with no impact), energy generation, cleaning, and to be incorporated in our products.

The water-related impacts are annually assessed following the life cycle perspective approach based on the ISO 14001 standard.

To address the water related-impacts we are focused on identifying process efficiency opportunities at our manufacturing and bottling facilities and active interaction with key suppliers throughout the Suppliers Integration Program. Also, we are working with partners to identify opportunities to protect watersheds and provide access to potable water in high-risk manufacturing site countries such as India, Mexico and Puerto Rico.

In October 2018, we renewed our commitment and launched the new phase of our program, called Good Spirited 2.0. Our new targets, measured towards a baseline updated to our results from 2015, are the following:

- 25% reduction of water consumed (focusing on water not returned to original source) at our operations
- 50% replenishment of water incorporated into final product

303-2 Management of water discharge-related impacts

We manage used process water from our facilities in three ways:

- Direct discharges of treated wastewater to local bodies of water following onsite treatment (72 %).
- Indirect discharges of treated wastewater to municipal treatment facilities (24 %).
- Beneficial land application, including irrigation and fertilizer to improve crop production (in countries where it is permitted) (4 %)

All wastewater discharges are properly permitted with local government authorities and meet the corresponding requirements.

303-3 Water withdrawal Water withdrawal by source

Total water withdrawal by source (megaliters)

Source	FY15	FY16	FY17	FY18	FY19	FY20
Public suppliers	1,073	810	1,493	1,564	1,194	1,080
Groundwater	558	1,254	559	597	1,077	1,267
Surface water	1,662	1,423	1,630	1,820	1,885	1,548
Harvested	0	0	0	0	0	0
Total	3,293	3,488	3,683	3,981	4,157	3,896

Water withdrawal Water withdrawal in areas with water stress, by source

Total water withdrawal in areas with water stress by source (megaliters)

Source	India	Mexico	Puerto Rico	France	Italy
Public suppliers	20	75	849	8	2
Groundwater	0	731	0	39	0
Surface water	0	0	0	0	0
Harvested	0	0	0	0	0
Total	20	806	849	47	2

Absolute measures are straightforward, for example; total quantity of water used. Efficiency metrics normalize these absolute totals against an appropriate business output. For example; water used per unit of product manufactured. Our targets are based on improvements in our performance against our efficiency index from the baseline year (FY15). Calculations are in accordance with protocols established by the World Resources Institute, World Business Council for Sustainable Development, and Beverage Industry Environmental Roundtable (BIER) guidance documents.

GRI 303: WATER AND EFFLUENTS CONTINUED

GRI DISCLOSURE		OUR RESPONSE						
303-4	Water discharge	Water discharge in megaliters						
					FY19	FY20		
		Direct discharge			1,355	1,520		
		Indirect discharge			346	290		
		Beneficial land application			58	340		
		Total volume			1,758	1,488,477		
		Of the total water released by our production facilities, 1,810 megaliters was discharged as wastewater and 340 megaliters was applied to cropland as a fertilizer or for irrigation. The water that is applied to land for beneficial reuse is returned to the crops that provide our raw feedstock to make spirits in countries where regulatory authorities permit.						
303-5	Water consumption	Total water consumption from all areas in megaliters						
			FY15	FY16	FY17	FY18	FY19	FY20
		Water use efficiency index	54.6	54.3	56.3	56.4	54.8	49.6
		Total Water Used	4,121	4,040	3,726	4,058	4,165	3,842
		Water used includes non-contact cooling water						
		The baseline was revised to include Patron operations. Compared with the new baseline, there has been a 9.2 % reduction.						

GRI 305: EMISSIONS

GRI DISCLOSURE		MANAGEMENT APPROACH
103-2	The management approach and its components	Bacardi committed to reduce absolute GHG emissions (scope 1 and 2) from its operations by 50% from its value chain (scope 1, 2 and 3) by the year 2025 from a 2015 base year in line with the Science-based Target Initiative (SBTi). These targets are consistent with reductions required to limit global warming to 1.5°C. Opportunities are identified and implemented through innovative programs across company distilleries and production sites. The company's first priority is to focus on what it directly controls so that it can set the example for others, including its partners who it will work with to meet its second SBTi approved goal of reducing absolute value chain GHG emissions (scopes 1, 2, 3) 20% by 2025 from a 2015 base year.
103-3	Evaluation of the management approach	<p>Progress against objectives and targets of the year is monitored through the KPI's.</p> <ul style="list-style-type: none"> • Target: Reduce absolute GHG emissions (scope 1 and 2) from its operations by 50% from its value chain (scope 1, 2 and 3) • KPI: Absolute GHG Emissions, MT, CO₂e

GRI 305: EMISSIONS CONTINUED

GRI DISCLOSURE

OUR RESPONSE

305-1 Direct (Scope 1) GHG emissions

Direct GHG (tonnes of CO₂e)



■ Direct GHG

In October 2018, we renewed our commitment and launched the new phase of our program, called Good Spirited 2.0. Our new targets, measured towards a baseline updated to our results from 2015, are the following:

- 50% reduction our total GHG emissions from operations at our operations
- 50% reduction from our overall value chain, compared with 2015 baseline.
- A 20% reduction of GHG emissions from our operations achieved in FY20, excluding the recently acquired Patron operations. The baseline was revised to include Patron operations increasing from 66,432 metric tons per year to 93,129 metric tons per year. The targets will be revised to be consistent with reductions required to limit global warming to 1.5°C. Compared with the new baseline, there has been an increase of 3% the GHG emissions mainly due to activity growth in the Patron Facilities.

Standards, methodologies, assumptions, and/or calculation tools used:

Defra Voluntary 2017 Reporting Guidelines

IEA CO₂ Emissions from Fuel Combustion

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

US EPA Center for Corporate Climate Leadership: Direct Emissions from Stationary Combustion Sources

US EPA Center for Corporate Climate Leadership: Direct Emissions from Mobile Combustion Sources

Data for previous financial years is sometimes updated when corrections are identified. We have made some adjustments due to sites acquisition, divestures, and data correction.

GRI 305: EMISSIONS CONTINUED

GRI DISCLOSURE

305-2 Energy indirect (Scope 2) GHG emissions

OUR RESPONSE

Indirect GHG (tonnes of CO₂e)



■ Indirect GHG

Sources of other GHG emissions in metric tonnes CO₂e

	FY15	FY16	FY17	FY18	FY19	FY20
Direct GHG	77,307	63,230	67,341	72,201	69,835	77,138
Indirect GHG	30,703	32,060	25,489	27,006	27,212	22,628
Production Process	500	500	560	620	1,207	1,207
Offices	5,600	5,600	5,600	5,600	5,600	5,600
Total	114,111	101,390	98,990	105,428	103,854	106,574

305-7

Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions

NO_x and SO_x emissions by year (tonnes)

	FY15	FY16	FY17	FY18	FY19	FY20
SO _x	728	302	134	163	147	158
NO _x	92	55	40	47	50	62
Particulate	13	6	4	5	6	7
Total	833	362	178	215	203	227

GRI 306: EFFLUENTS AND WASTE

GRI DISCLOSURE

103-2 The management approach and its components

MANAGEMENT APPROACH

The waste management is focused on the following priority approach: minimization, reuse, recycle and energy recovery, and finally as a last resort, landfill. Our target is to achieve the goal of Zero Waste-to-Landfill in the manufacturing facilities.

We manage used process water from our facilities in three ways:

1. Direct discharges of treated wastewater to local bodies of water following onsite treatment properly permitted.
2. Indirect discharges of treated wastewater to municipal treatment facilities properly permitted and capable of handling our wastewater.
3. Beneficial land application, including irrigation and fertilizer to improve crop production (in countries where it is permitted).

Wastewater discharges are effectively contained and controlled so as to protect our workers, the community, and the environment. We take appropriate steps to monitor our discharge to assure that we do not adversely impact human health or the environment.

Zero Waste-to-Landfill at all manufacturing sites (previously set to achieve by 2022).

Analyze and develop single-use plastic reduction across operations and supply chain.

GRI 306: EFFLUENTS AND WASTE CONTINUED

MANAGEMENT APPROACH

GRI DISCLOSURE

OUR RESPONSE

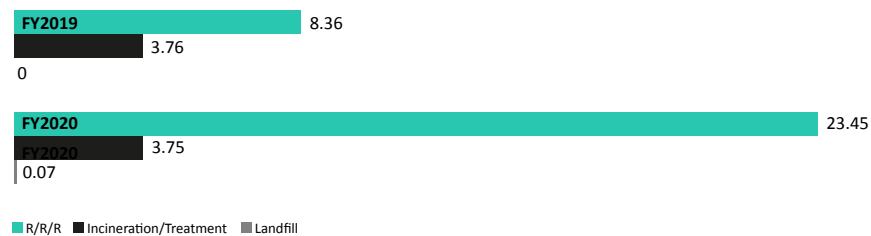
103-3 Evaluation of the Management approach

Progress against objectives and yearly targets are monitored through our KPI's.

- **Target:** Zero Waste-to-Landfill by 2022
- **KPI's:** Waste sent to landfill, MT/year Waste reused, MT/year Waste recycled, MT/year Waste recovery, MT/year Hazardous waste, MT/year
- **Effluent Monitoring:** Volume, m3/year

306-2 Waste by type and disposal method

Total weight of hazardous waste and disposal method (metric tons)

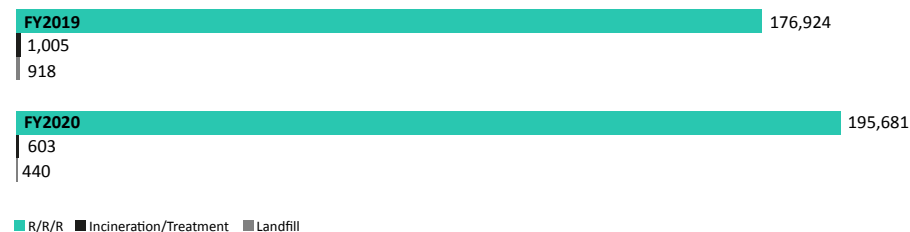


Total weight of hazardous waste and disposal method (metric tons)

Hazardous Waste	FY19	FY20	% Change
R/R/R	8.36	23.45	
Incineration/Treatment	3.76	3.75	
Landfill	0	0.07	
Subtotal	12.11	27.27	-251

*This data does not include Patrón

Total weight of non-hazardous waste and disposal method (metric tons)



Total weight of non-hazardous waste and disposal method (metric tons)

Non-hazardous Waste	FY19	FY20	% Change
R/R/R	176,924	195,681	
Incineration/Treatment	1,005	603	
Landfill	918	440	
Subtotal	178,847	196,724	-24
Total Waste	178,859	196,751	-10

*This data does not include Patrón.

TOPIC-SPECIFIC STANDARDS

SOCIAL

GRI 400: SOCIAL

GRI DISCLOSURE	MANAGEMENT APPROACH
103-2 The management approach and its components	Refer to each specific topic.
103-3 Evaluation of the management approach	Refer to each specific topic.

GRI 401: EMPLOYMENT

GRI DISCLOSURE	OUR RESPONSE
103-2 The management approach and its components	We pride ourselves on our three pillars of Fearless, Family, Founders. We treat our employees like family and we have been recognized externally for the way we engage our employees. We believe in fostering transparent expectations with our talent, and we develop our talent to create a workplace of belonging and engagement. Our family ethos and inspiring culture nurture a sense of pride among employees.
103-3 Evaluation of the management approach	We conduct surveys annually to measure employee engagement through our bi-annual engagement surveys and pulse surveys. With this information we create action teams with feedback with the aim of enhancing the work atmosphere and work-life-balance to create the best workplace for our employees.

GRI DISCLOSURE	OUR RESPONSE																																								
401-1 New employee hires and employee turnover	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <p>New Hires by age</p> <table border="1"> <tr><td>Under 30:</td><td>602</td></tr> <tr><td>30-50:</td><td>688</td></tr> <tr><td>Over 50:</td><td>59</td></tr> </table> </div> <div style="width: 50%;"> <p>New Hires by gender</p> <table border="1"> <tr><td>Male employees:</td><td>739</td></tr> <tr><td>Female employees:</td><td>610</td></tr> </table> </div> <div style="width: 50%;"> <p>New Hires by region</p> <table border="1"> <tr><td>AMEA:</td><td>91</td></tr> <tr><td>Europe:</td><td>451</td></tr> <tr><td>LAC:</td><td>436 (including Patron facility)</td></tr> <tr><td>NAM:</td><td>317</td></tr> <tr><td>LAPAC:</td><td>50</td></tr> </table> </div> <div style="width: 50%;"> <p>Employees Turnover by age</p> <table border="1"> <tr><td>Under 30:</td><td>404</td></tr> <tr><td>30-50:</td><td>645</td></tr> <tr><td>Over 50:</td><td>119</td></tr> </table> </div> <div style="width: 50%;"> <p>Employee Turnover by gender</p> <table border="1"> <tr><td>Male employees:</td><td>687</td></tr> <tr><td>Female employees:</td><td>481</td></tr> </table> </div> <div style="width: 50%;"> <p>Employee Turnover by region</p> <table border="1"> <tr><td>AMEA:</td><td>64</td></tr> <tr><td>Europe:</td><td>552</td></tr> <tr><td>LAC:</td><td>391 (including Patron facility)</td></tr> <tr><td>NAM:</td><td>110</td></tr> <tr><td>LAPAC:</td><td>50</td></tr> </table> </div> </div>	Under 30:	602	30-50:	688	Over 50:	59	Male employees:	739	Female employees:	610	AMEA:	91	Europe:	451	LAC:	436 (including Patron facility)	NAM:	317	LAPAC:	50	Under 30:	404	30-50:	645	Over 50:	119	Male employees:	687	Female employees:	481	AMEA:	64	Europe:	552	LAC:	391 (including Patron facility)	NAM:	110	LAPAC:	50
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GRI 403: OCCUPATIONAL HEALTH AND SAFETY

MANAGEMENT APPROACH

GRI DISCLOSURE		OUR RESPONSE																
103-2	The management approach and its components	Safety is embedded within our culture. We have a global goal to reduce our Lost Time Accident Rate (LTA) of less than 1LTA per million hours worked by 2023. To further instill a consistent safety culture across our brands, we have a five-year program called Safety First.																
103-3	Evaluation of the management approach	<p>During FY20 we deployed the safety leadership training to all key operational sites with 1,500 employees attending and 19 internal trainers being certified. Safety Days were also held in most major sites during FY20. The Safety Culture Survey was completed in FY20 and this showed improvement in all categories and an overall improvement of 1.5% compared to the previous survey. B-safe Observations continue to be a key element in our proactive safety culture and there was an 11% increase in the number of observations recorded. Out of 23 manufacturing sites operating at end of FY20, 13 were accident-free for more than one year.</p> <p>Bacardi is fully certified under the OHSAS 180001 standard. In response to disclosures below, specific locations within the certification are referenced.</p>																
403-1	Occupational health and safety management system	<p>OHSAS 18001 Certification: Sect. 4.3.2 Legal and Other Requirements</p> <p>OHSAS 18001 Certification: Sect. 4.3.1 Planning for Hazard Identification, Risk Assessment & Risk Control</p> <p>OHSAS 18001 Certification: Sect. 4.4.2 Training, Awareness & Competence</p>																
403-2	Hazard identification, risk assessment, and incident investigation	<p>OHSAS 18001 Certification: Sect. 4.4.2 Training, Awareness & Competence</p> <p>OHSAS 18001 Certification: Sect. 4.5.1 Performance Measurement and Monitoring</p> <p>OHSAS 18001 Certification: Sect. 4.3.1 Planning for Hazard Identification, Risk Assessment & Risk Control</p> <p>OHSAS 18001 Certification: Sect. 4.4.2 Training, Awareness & Competence</p> <p>OHSAS 18001 Certification: Sect. 4.5.2 Accidents, Incidents, Non Conformances and Corrective & Preventive Action</p>																
403-3	Occupational health services	OHSAS 18001 Certification: Sect. 4.4.2 Training, Awareness & Competence																
403-4	Worker participation, consultation, and communication on occupational	<p>OHSAS 18001 Certification: Sect. 4.4.3 Consultation and Communication</p> <p>OHSAS 18001 Certification: Sect. 4.4.3 Consultation and Communication</p>																
403-5	Worker training on occupational health and safety	OHSAS 18001 Certification: Sect. 4.4.2 Training, Awareness & Competence																
403-6	Promotion of worker health	Bacardi provides assistance through the program Bacardi Assist																
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>OHSAS 18001 Certification: Sect. 4.6 Management Review</p> <p>OHSAS 18001 Certification: Sect. 4.6 Management Review</p>																
403-9	Work-related injuries	<p>TRIR-Long term trend</p> <table border="1"> <thead> <tr> <th>Year</th> <th>TRIR</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>8.0</td> </tr> <tr> <td>2015</td> <td>6.4</td> </tr> <tr> <td>2016</td> <td>5.3</td> </tr> <tr> <td>2017</td> <td>6.5</td> </tr> <tr> <td>2018</td> <td>6.9</td> </tr> <tr> <td>2019</td> <td>2.4</td> </tr> <tr> <td>2020</td> <td>4.4</td> </tr> </tbody> </table>	Year	TRIR	2014	8.0	2015	6.4	2016	5.3	2017	6.5	2018	6.9	2019	2.4	2020	4.4
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GRI 404: TRAINING AND EDUCATION

MANAGEMENT APPROACH

GRI DISCLOSURE

OUR RESPONSE

103-2	The management approach and its components	We help our employees connect with their own values and purpose; empowering them to grow, perform and bring their authentic selves to work every day. We have a number of initiatives to help our employees grow explained in 404-2 on page 16 of this GRI Content Index 2020 .
103-3	Evaluation of the management approach	We evaluate our progress bi-annually through an Engagement Index, which is a global HR measure we use to assess four key elements of employee engagement: satisfaction, pride, retention, and advocacy. We also conduct surveys after every training and development program to enhance programs for employees.
404-2	Programs for upgrading employee skills and transition assistance programs	<p>1. Global Mobility We have an internal Global Mobility department who is managing all international moves. Global Mobility has a global contract with relocation provider AIREs and Deloitte. They both are helping in relocating our Employees and their families during a transition. The scope of services of Global Mobility encompasses tax, social security, immigration, and relocation.</p> <p>2. Open 365 Digital Transformation is a key enabler of our BEST10 strategy and we are on a mission to accelerate our progress of this exciting journey. We have launched Open#365, a company-wide digital transformation program which aims to deliver skills, training and reshape our ways of working in order to meet the changing needs and demands of our consumers.</p> <p>3. Bacardi Way of Growth The Bacardi Way of Growth (BWG) has been designed to empower employees to first and foremost put the consumer at the heart of all our decision making, to create a common language, and to drive the capability of our people around the world. BWG now in its third year, most recently delivered a series of virtual "Growth Hacks" that reimagined the way brands approached planning in a world upended by COVID-19.</p> <p>4. Bacardi Commercial Way The objective of the Bacardi Commercial is to drive a Fearless, Founder & Family mindset. It was built for employees, by employees, to help us build best-in-class commercial capabilities to deliver sustainable growth, excellence in execution, and ultimately to help deliver Bacardi's BEST10 by 2030.</p> <p>5. Shaping Your Career An opportunity for our Primos to take the time to reflect strategically on their life and career as part of our commitment to their development, in the structure of a one day workshop.</p> <p>6. Leading at the Edge A workshop which develops personal and interpersonal effectiveness and helps build a strong sense of resilience. By learning highly effective habits, employees will find it easier to be pro-active, balance key priorities, improve interpersonal communication, leverage creative collaboration and apply principles for achieving a balanced life.</p> <p>7. Coaching to Win A workshop which helps leaders to use coaching skills in their every-day conversations to positively impact performance and contribute toward building a coaching environment.</p> <p>8. Bacardi Ready A three day workshop covering core concepts around leadership and business fundamentals. Targeting newly appointed first-time managers. Locally held program facilitated by employee graduates from Bacardi Ready Advanced, Advanced Leadership Program, Harvard Business School and global talent management team.</p> <p>9. Advanced Leadership Program Advanced Leadership Program is a fast track development program for employees who have the growth potential to reach bigger roles in the company and have a strong influence on our company's future. For 24-26 months participants deepen their understanding of the key drivers of our business while at the same time defining what sort of leader they want to be and legacy they want to leave behind them.</p> <p>10. Harvard Emilio Bacardi Business School 2-year Emilio Bacardi program empowers our executive employees to think globally and compete strategically. The program reflects current challenges and emerging opportunities created by disruptive innovation, socioeconomic trends, and market volatility and how we need to show up as leaders of the future.</p> <p>11. Let's Learn Let's Learn is Bacardi's global learning platform with access to a Bacardi library of videos, courses, e-learning, brand modules, bite-sized toolkits, training calendars and more that have been designed by our own employees.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	Globally, employees have regular check in's with their manager. Our data is presented in 102-8 on page 4 and 5 of this GRI Content Index .

GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES

MANAGEMENT APPROACH

GRI DISCLOSURE

OUR RESPONSE

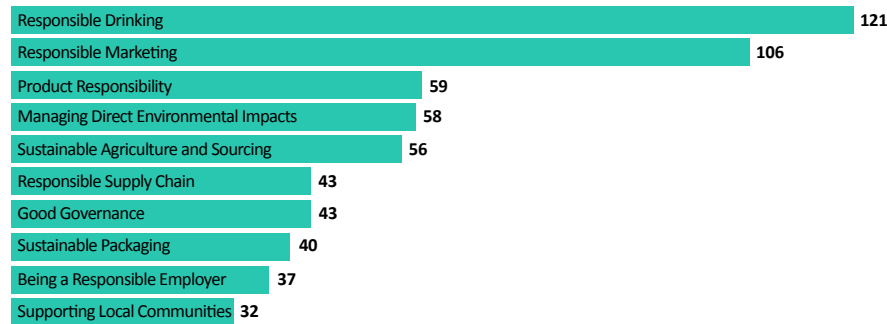
103-2	The management approach and its components	Bacardi is fully committed to diversity and equal opportunity and fostering an inclusive and diverse workplace culture where everyone can perform at their best, regardless of background. A culture where every employee feels appreciated for who they, what they do and who they can become. Gender balance is important for us and we support equal opportunity and leadership for women at all levels and aim to have at least 45% female workforce and an increase in women in leadership positions by 2025. We have many initiatives aimed at strengthening the diversity of our talent as a whole, promoting inclusive leadership, and ensuring that our workforce reflects the global markets where we operate. In our hiring strategy, we also recognize the importance of globally reflecting the diversity of our consumers among our employees.
103-3	Evaluation of the management approach	In our two largest regions, we are closing the gender gap with 47% of our North America and 40% of our Europe workforces being female. Women in Leadership is one of four key pillars of the company's Global Reflections strategy which is about having a workforce that reflects our communities. As part of the initiative, locally led programs showcase female leaders, attract multigenerational talent, organize disability awareness days and work toward marketing our products to multi-cultural audiences. We are setting bold ambitions towards balancing our population's diversity of gender, geography and generations, with special focus on leadership positions. We have diversity targets that we track against, and our Human Resource Information system data, WorkDay, to keep track of diversity.
405-1	Diversity of governance bodies and employees	Our data is presented in 102-8 on page 4 and 5 of this GRI Content Index 2020 .

MATERIALITY

WE CONDUCTED A MATERIALITY ANALYSIS WITH A RANGE OF EXTERNAL STAKEHOLDERS TO HELP US DETERMINE WHICH ISSUES MATTERED MOST TO OUR BUSINESS.

These findings led to our priority areas and many of our targets which you will find throughout our report. We believe all of the topics in our materiality assessment are important to our business, and our goal is to report on these issues that we deem material such as responsible drinking, responsible marketing, product responsibility, managing direct environmental impacts, sustainable agriculture and sourcing, responsible supply chain, good governance, sustainable packaging, being a responsible employer, supporting local communities, and others.

Issue Prioritisation – Global, All Stakeholders (Weighted Scores)



The score for each issue is derived from the top five issues identified by each stakeholder weighted by their level of priority.